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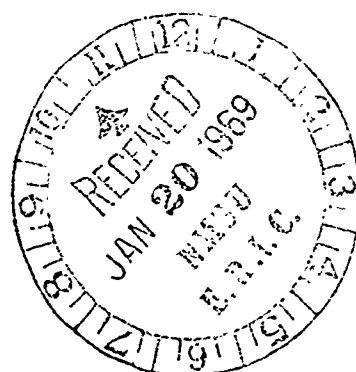
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The handbook is available to assist small communities with limited resources in planning, initiating, and carrying out a beautification or community development program. Evidence is provided of results which can be obtained when individual citizens and groups are given opportunities to participate, use their special skills, and become involved in a total community effort. The handbook outlines a step by step method for conducting and evaluating a development program. As a guide, the model of the Mount Savage, Maryland, program is discussed in detail. Methods and suggestions are given which may be immediately applicable or easily adaptable to specific needs of other small communities. Included are photographs, program agendas, and maps used in the Mount Savage program. Also included is a section of detailed technical instructions for the various committees and a format of forms used. A supporting agency guide is given in the appendices. [Not available in hard copy due to marginal legibility of original document.] (DB)

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BEAUTIFICATION PROGRAM  
FOR SMALL COMMUNITIES IN MARYLAND

A HANDBOOK FOR  
COMMUNITY IMPROVEMENT



Prepared And Edited By

Einar R. Ryden, Project Coordinator

George E. Allen, Area Resource Agent

Jerry L. Post, Project Leader

Compiled By

The University of Maryland

The Maryland Cooperative Extension Service

and

The United States Department of Agriculture Cooperating

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Art Work by

JERRY L. POST

Photography by

TED JONES, Stuart Finley Films

JERRY L. POST, Allegany Community College

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Institute, University of Maryland,  
The Potomac Edison Company, and  
the Citizens of Mount Savage,  
Maryland

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of 1965

December 1967

## ACKNOWLEDGEMENTS

This Handbook was made possible by many individuals and organizations working together on a Beautification project in Mount Savage, Maryland. This cooperation is the most significant fact to acknowledge.

The idea and need for this Handbook was recognized by two Cooperative Extension Service personnel, Mr. George E. Allen, Area Extension Agent for Resource Development, and Dr. J. Paxton Marshall, formerly Assistant Director of Programs, now at Virginia Polytechnic Institute. Their proposal was approved for funding under Title I of the Higher Education Act of 1965 by the University College, University of Maryland administrator of this program in Maryland.

Special thanks go to those who assisted me on the Planning Committee: Mr. Richard Bennett, Soil Conservationist with the Soil Conservation Service; Mr. Kent Fuller, Conservation Education Specialist with the Natural Resources Institute, University of Maryland; Mr. Dennis Miller, Director of the Community Development Department of the Potomac Edison Company; Mr. Jerry Post, retained as part-time Project Leader; and Mr. George E. Allen, Area Extension Agent.

Additional support came from Allegany Community College, the Board of County Commissioners, the Planning and Zoning Commission, the Roads Department, the Sanitary Commission, the School Board, the Welfare Department, and the County Extension staff -- all of Allegany County. Others were Frostburg State College, Maryland Department of Forests and Parks, Maryland State Roads Commission, Neighborhood Youth Corps of Western Maryland, and several departments at the University of Maryland, including Agricultural Economics, Agricultural Engineering, Agronomy, Horticulture, and Information and Publications.

Our greatest thanks go to the people of Mount Savage, without whose cooperation this program could not have been successfully developed, and to Mrs. Charles Carney, Chairman of the Mount Savage Beautification Committee, whose inspiration and enthusiasm generated the community support through her committee and other organizations in this small community in Allegany County, Maryland.

Einar R. Ryden  
Project Coordinator  
Professor  
University of Maryland

BEAUTIFICATION PROGRAM  
FOR  
SMALL COMMUNITIES IN MARYLAND

RESOURCE PERSONNEL

Planning Committee

Dr. Einar R. Ryden, University of Maryland  
Mr. Jerry L. Post, Allegany Community College  
Mr. George E. Allen, University of Maryland  
Mr. Richard Bennett, Soil Conservation Service  
Mr. Kent Fuller, University of Maryland

Mr. Dennis Miller, Potomac Edison Company

Project Coordinator  
Project Leader  
Area Resource Agent  
Soil Conservationist  
Conservation Education  
Specialist  
Community Development  
Specialist

Primary Resource Personnel

Mr. Fred Askew, Department of Forests and Parks  
Mr. Charles Babich, University of Maryland  
Mr. Dick Blair, Allegany County  
Mr. John E. Brodie, Department of Forests and Parks  
Mr. Francis R. Gouin, University of Maryland

Mr. Carl Johnson, University of Maryland  
Mr. Roy Lohr, Allegany County  
Mr. William Nizinski, Frostburg State College  
Mr. Steve Weber, Allegany Community College  
Miss Mary Wise, University of Maryland

Recreation Specialist  
Extension Agent  
County Planner  
Forester  
Ornamental Horticulture  
Specialist  
Landscape Architect  
Highways Specialist  
Geographer  
Historian  
Extension Agent

Primary Support Personnel

Mr. Fred Bagby, Department of Forests and Parks  
Mrs. Linda Crowell, University of Maryland  
Dr. Elwyn E. Deal, University of Maryland

Mr. Harry Dengler, University of Maryland  
Mr. Sanford Farwell, University of Maryland  
Mr. Joe Gallen, Western Maryland Community Action  
Committee

Mr. Harry Hunter, Department of Forests and Parks

Mr. W. A. C. Irwin, Department of Forests and Parks  
Dr. Conrad P. Link, University of Maryland  
Mr. Charles Merrick, University of Maryland  
Dr. Fred P. Miller, University of Maryland

Mr. Jack Owen, University of Maryland  
Mr. Don Pauline, Potomac Edison Company

Dr. Dean Tuthill, University of Maryland

Forester  
Publicity Specialist  
Turf Management  
Specialist  
Forestry Specialist  
Visual Arts Specialist  
Neighborhood Youth Corps  
Director  
Recreation Services  
Specialist  
District Director  
Floriculture Specialist  
Drainage Specialist  
Soil and Water  
Specialist  
Publicity Specialist  
Community Development  
Specialist  
Resource Development  
Specialist



# UNIVERSITY OF MARYLAND

COLLEGE PARK 20742

OFFICE OF THE  
VICE PRESIDENT FOR AGRICULTURAL AFFAIRS

## To the Citizens of Maryland

The University of Maryland is pleased to make available to smaller communities of Maryland "A Handbook for Community Improvement." The purpose of the handbook is to assist in planning, initiating and carrying out a beautification or community development program. It shows how to begin and how to proceed step by step through the months and seasons and from year to year for continuing improvement.

Local leaders and resource persons will find methods and suggestions immediately applicable or readily adaptable to their specific community needs. Evidence is provided of results which can be obtained when all of the citizens are given opportunities to participate, use their special skills, are kept informed and become involved in a total community effort.

This handbook is the result of initial and sustained cooperation by the citizens of Mount Savage in Allegany County and technicians from several concerned agencies and organizations. Conceivably its systematic approach can be utilized by any community and it is my hope that this publication will lead to further cooperative efforts of local citizens and technicians for improving the living and working environment.

Sincerely yours,



Frank L. Bentz, Jr.  
Vice President for  
Agricultural Affairs

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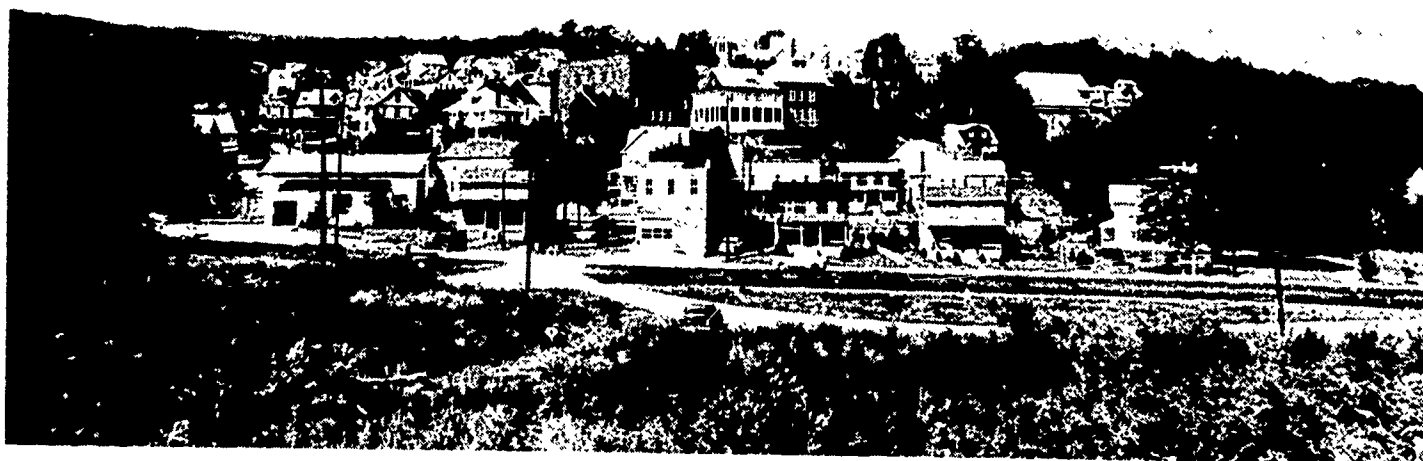
## OVERVIEW

This handbook was prepared especially for use by small communities with limited resources. It will serve as a guide for any community seeking assistance in developing beautification programs. Many of the techniques described apply or can be adapted to other community development programs.

A beautification program usually is initiated by some interested individual or group and based upon a felt need. The handbook describes the organization required to carry on a program and how to enlist the aid of technicians needed to give assistance. It shows how to conduct a survey of the community to determine existing conditions and problems.

When the analysis of the inventory is completed, the findings provide information which is used to state the objectives of the program. A plan is then developed and individuals and groups are able to work cooperatively toward the achievement of beautification objectives and community goals.

E.R.R.



### AN IDEA IS BORN AND PLANS ARE MADE

"Several months ago, almost entirely by accident, our community...became the focal point of an intensive study.... We were aware of what is wrong but were hesitant...the job appeared to be too big...."

Thus spoke a community leader. He said a guide for small communities was needed to help them "put into order the steps needed to conduct a successful beautification campaign...."

Half a year had passed and he reported with justifiable pride to the citizens gathered in the school auditorium that steps had been taken and "the beautification and improvement of Mount Savage seems to be nearing reality" (Figure 1, above. Photograph of Mount Savage): ground had been broken for the development of a park -- progress was being documented by an independent producer of educational films at no cost to the public -- the program was launched, planning meetings were conducted, citizens were becoming

more and more interested -- many agencies were providing assistance (Appendix A).

The guide which had been visualized has now become reality.

This "Handbook for Community Improvement" can be used by technicians, such as extension agents and work unit conservationists, to assist small communities in planning and implementing beautification programs and by lay leaders when planning to enlist and involve citizens in all phases of a program.

The materials in this handbook were developed and tested as part of a beautification program in a small Allegany County community, Mount Savage, Maryland. Testing and demonstrations were made possible through an "Educational Demonstration-Research Program" under Title I of the Higher Education Act of 1965.

The loose-leaf format of the handbook offers opportunity throughout to adapt and adjust, to add new materials and to record activities and programs (Appendix B). Instructions can readily be adapted to meet the particular needs or circumstances of a community. Many small communities should find the handbook useful when organizing and planning community improvement programs.

## PROGRAM EVALUATION AND REVIEW TECHNIQUE

The Program Evaluation and Review Technique, most often referred to as PERT, is a program planning device applicable to any project requiring logical planning, regardless of the number of persons or organizations involved (Appendix C). It was used from the very beginning in the planning and development of the beautification program in the test area.

PERT is a network of events and activities which shows graphically the project plan established to reach project objectives. It was found to be a most useful management tool by the planning committee of local technicians guiding the test project and is recommended to technical advisers assisting other small communities. The illustration shown in this handbook is not a complete network but a generalized, free-flowing rendition of a PERT chart for a community beautification project (Figure 2). Notice that the topics covered in the handbook follow the order of events on the PERT chart.



## THE SMALL COMMUNITY BENEFITS...

The attractiveness of a community is a function of community attitudes, governmental services, history and public services such as good streets, sewerage and water facilities, business services and employment. Its attractiveness will be enhanced by the exterior appearance of homes, buildings, lawns and streets. Today the greatest growth potential of smaller communities is their location outside the perimeter of an urban economy, and more and more people like to live there.

Beautification in many ways contributes to community values. It adds to the comfort, while seeking and finding positive answers to the question: What does our community have to offer? This can lead to satisfaction and happiness of its citizens, increased employment opportunities by the attracting of new industry, and it may bring in new families, improve business and increase property values.

Educational programs stimulate and encourage communities to initiate activities leading toward improvement. An illustration of such activity shows the usefulness of soil surveys. A specific example is the "self analysis" in Mount Savage, Maryland. This survey, concerning itself with "What's Good About Your Community?", sparked its beautification program and led to the selection of Mount Savage as a demonstration and test community. (See List of References.)



It is the purpose of this section of the handbook to describe major committees, sub-committees and the significance of maintaining open channels of communication in order to keep the citizens informed of all activities and events.

## PROJECT ORGANIZATION

### Beautification Committee

Project organization begins when some individual or group becomes sufficiently motivated to move toward creating a committee to work for beautification.

It is important that the initiating group obtain some official or formal sanction. In an incorporated community, it may come from the mayor and council, the planning commission or some other local, public body. In unincorporated communities, it may come from local organizations, such as homemaker clubs, garden clubs, service clubs, or from county-wide bodies, such as the Board of County Commissioners, a County Planning Commission or a Soil Conservation District.

The chairman of the initiating committee must be one who has the time, ability and dedication to carry through all stages of the program over a period of years. The chairman will need authorization to enlarge the committee as the need arises.

### Technical Advisory Planning Committee

Every county has a Cooperative Extension Service and a Soil Conservation Service with staffs competent and willing to give technical advisory assistance in planning. Consult your telephone book under specific listings and County Offices.

The planning committee might be comprised of about

five technicians from agencies in the county and the chairman of the beautification committee. All advisors in this group might come from the U.S.D.A. County Technical Action Panel (TAP) or one or two from TAP plus a member of the city or county planning department, the local recreation or park director and a member of the community or the area development office of a local utility firm.

The project leader serves as chairman of the planning committee and is responsible for organizing the technical support and acting as a liaison person between the technical advisory personnel and the beautification committee. He will need to devote more time to the project than the other members. In the test area, the project leader was a faculty member of a local college. Members of the county extension staff might be considered for this role since much activity is educational in nature.

The list of names of members of the planning committee for the Mount Savage project appears in the front of the handbook. Also included in the list are the names of the resource personnel who were assigned to assist the sub-committees and support personnel who were consulted in the course of developing the Mount Savage project and this handbook.

### Joint Orientation Meeting

A joint meeting of the beautification committee and the planning committee is held shortly after these groups have formed. The agenda for this orientation meeting might

include a field trip in the community, a discussion of community needs and arrangements for a public information meeting. A tentative list of subcommittees is agreed upon. Included might be subcommittees for residential areas, business areas, streets and highways, historical research, and publicity. It is well to appoint a chairman for a subcommittee on publicity and activate this group for the purpose of promoting a public meeting.

### Public Information

A good public information and education program is essential to obtain community involvement and the support needed to carry out a successful program. All resources and media, including newspapers, radio and television, need to be utilized. Photographs, brochures, newsletters, handbills, poster contests and billboards are effective. The subcommittee for publicity is responsible for this effort.

The first public information program should be a public meeting to inform the citizens of the beautification program and to enlist their help. The leadership for this event should come from the project leader, the chairman of the beautification committee and the chairman of the subcommittee for publicity. This meeting provides the opportunity to give voice to the official sanction or endorsement by the mayor or other official, to introduce key participants, to outline the program approach and to give the citizens a chance to ask questions and receive

further clarification.

In the test area of Mount Savage, newspapers kept the public very well informed (Appendix D). With effective cooperation between a community and its newspapers, similar coverage might be expected in other localities. However, it does not follow that all items will be favorable to and devoid of criticism of a beautification program. Two such instances are cited in the news chronology of Mount Savage.

Brochures, handbills and photographs were prepared for specific events and activities (Figure 3). The students in each of the elementary grades of the public and parochial schools made posters on the community beautification theme. These were exhibited at the county fair and at public meetings (Figure 4). One of the most attractive posters was sketched on 4' x 6' weatherproof plywood and reproduced by local children in the colors of the original poster (Figure 5). This now stands alongside the main highway approaching the community (Figure 6).

#### Subcommittee Organization

The planning committee should solicit the assistance of technicians to serve as primary resource personnel for each of the subcommittees. The chairman of the beautification committee selects the subcommittee chairmen. The chairman, vice-chairman, secretary and the subcommittee chairmen now comprise the beautification committee.

The planning committee prepares a booklet describing the



Figure 3.  
Publicity  
Materials



Figure 4.  
Display at  
County Fair





Figure 5.  
Children  
Painting  
Billboard



Figure 6. Billboard on Location

responsibilities of each subcommittee and plans a meeting with resource persons and subcommittee chairmen for the purpose of clarifying the functions of each group (Technical Instructions, hereafter referred to as TI,I).

Each subcommittee chairman then selects the subcommittee members from the community and prepares a list of names, addresses and telephone numbers for each group. He consults with the chairman regarding the necessary details for planning meetings (Appendix E).

Before one can begin to plan for community improvement, it is necessary to know as much as possible about the present situation and resources available. This section describes how necessary data are obtained, what kinds of data are needed and how these data can be analyzed.

## DEVELOPMENT OF INVENTORY MATERIALS

### Base Map

A base map of the community is essential to use in the field for inventory purposes, compiling inventory results, making an analysis of the inventory and in the preparation and implementation of the plan.

The base map could be drafted on vellum or other non-opaque material so that inexpensive paper reproductions could be made by the blueprint or Ozilid process. The map, as a minimum, shows all roads and streets, street names, railroads and streams (Figure 7). Significant landmarks, lot lines and dedicated rights-of-way may be added.

The tax assessor's office, the county planning office or the county engineer may have such a map available or they may assist in drafting such a map. Assistance also may be secured through the planning department of a local high school or college.

An enlargement of an aerial photograph, made available through the local soil conservation service office, served as a primary source for preparing the base map in the test area (Figure 8).

### Natural Resource Data

The local soil conservation district office is able to provide information for the development and utilization of natural resources, including maps and interpretive data. These data are prepared by the local soil conservation

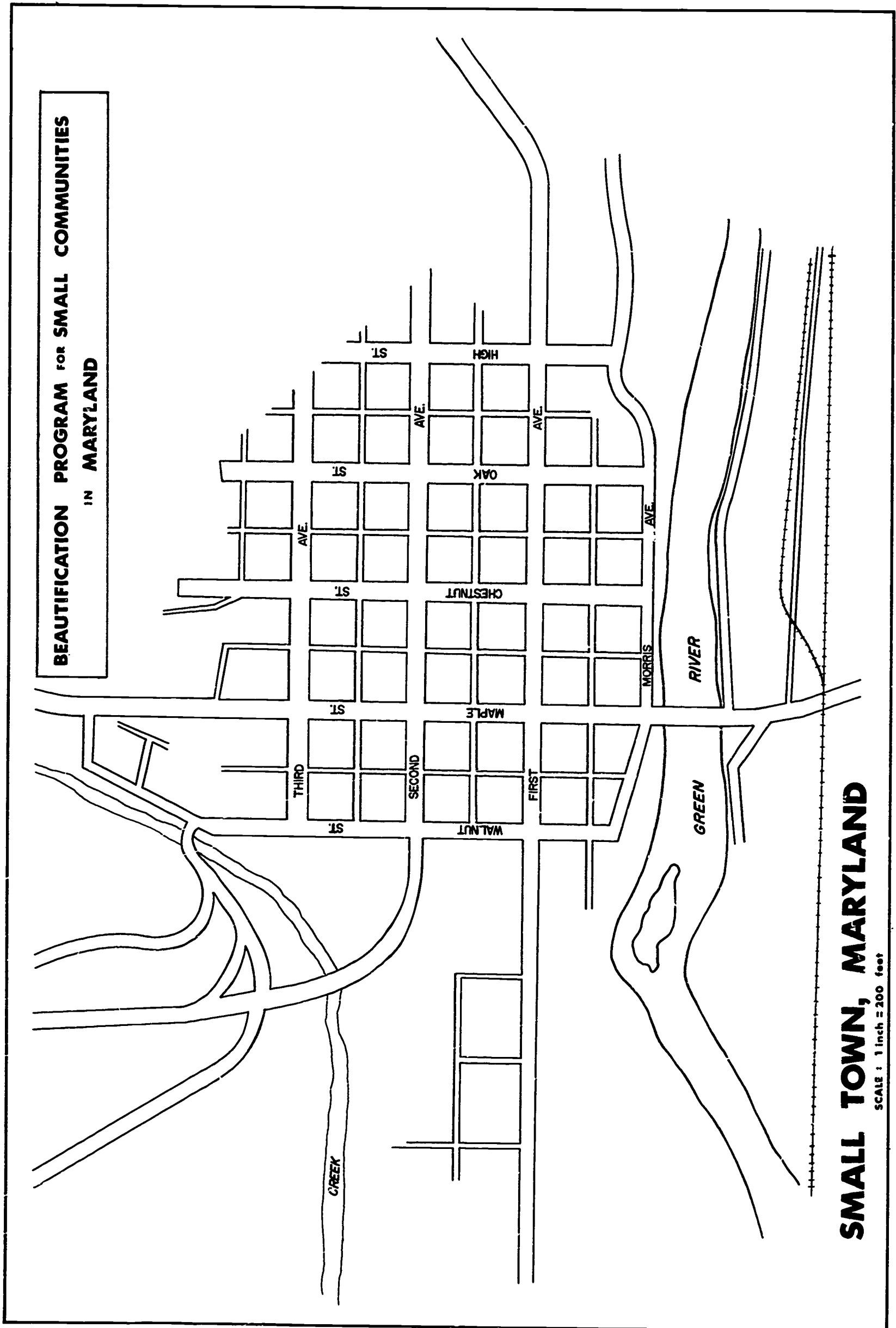


Figure 7. Sample Base Map



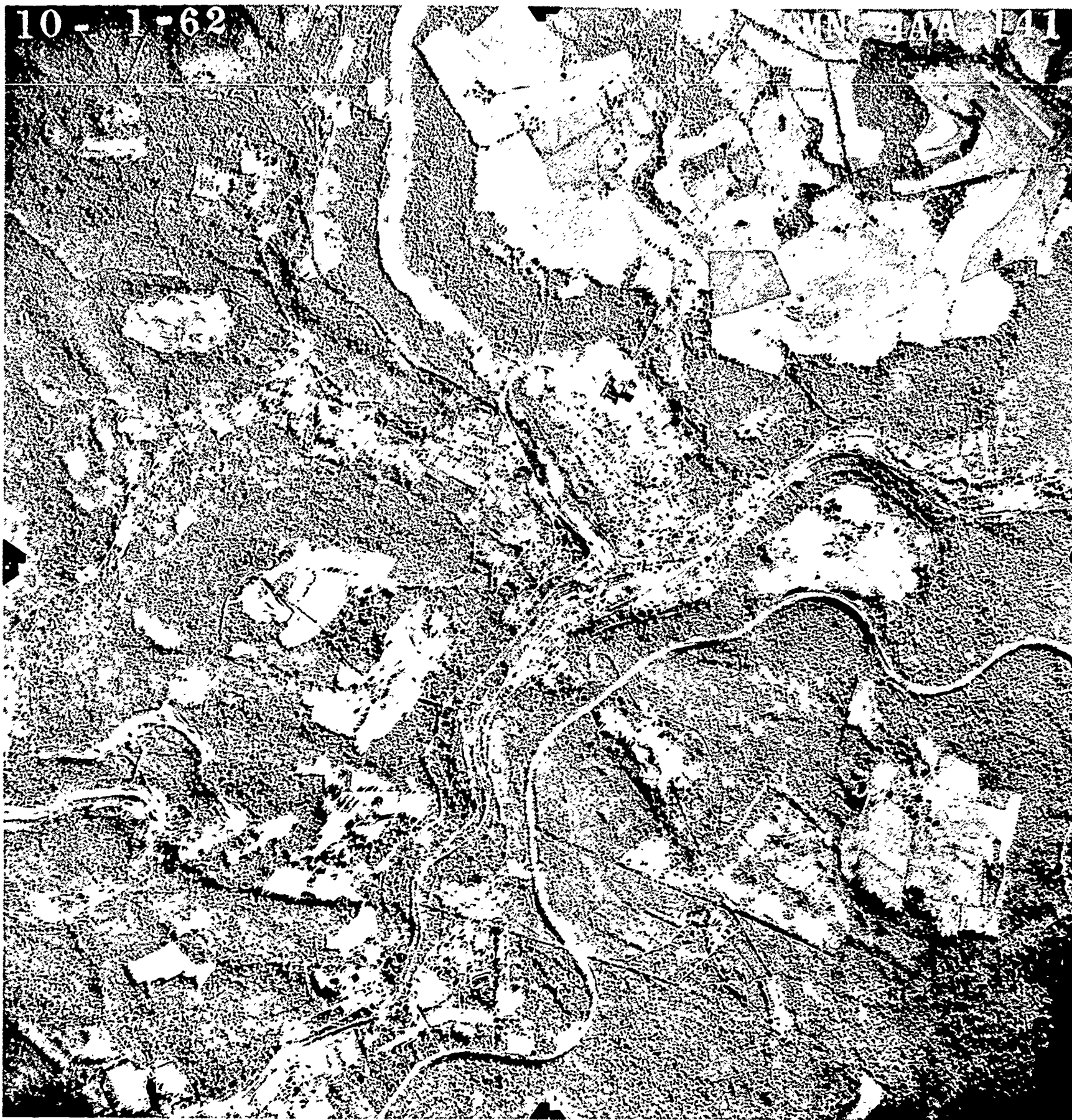


Figure 8. Aerial Photograph of Mount Savage, Maryland



service upon request. They provide a form for requesting their services (Appendix F).

In the test area, extensive use was made of these data in the inventory, analysis and planning phases of the program (Figure 9).

### Subcommittee Inventory Procedures

The planning committee is responsible for preparing the materials necessary for the use of the subcommittees in carrying out their inventories (TI,II). The resource person in each area reviews and approves the forms applicable to his area.

Instructions and forms should be of such clarity that lay people unfamiliar with survey techniques will be able to conduct a survey and record reliable information without a great deal of assistance from the technicians. In the areas of forest, water and soil resources, however, the services of competent specialists are required.

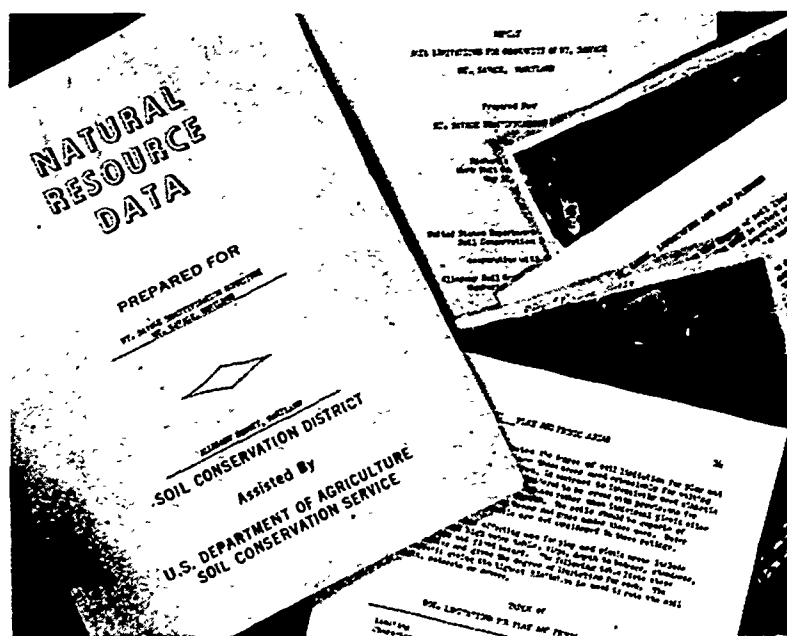


Figure 9. Natural Resource Data

## THE INVENTORY

### Instructional Meeting

Upon completion of the materials, all committee and subcommittee members meet together to receive inventory materials and instruction on inventory procedures. The meeting might include a general session with workshop sessions for each subcommittee group (Figure 10).

### The Field Survey

At least one month will be required to conduct the surveys after which a joint meeting of the planning committee and the beautification committee is necessary to assure that this phase has been completed accurately.

### Inventory Maps

The planning committee prepares instructions for compiling the inventory data and representing it on a copy of the base map (Figure 7). It is the responsibility of each subcommittee chairman to assure that this is completed for his area (TI, III).

The maps are prepared as one-of-a-kind hand colored presentations according to the instructions. They must be attractive and easy to interpret since they will be used in public presentation as well as for reference in the analysis, planning and implementation phases of the program (Figures 11 and 12).

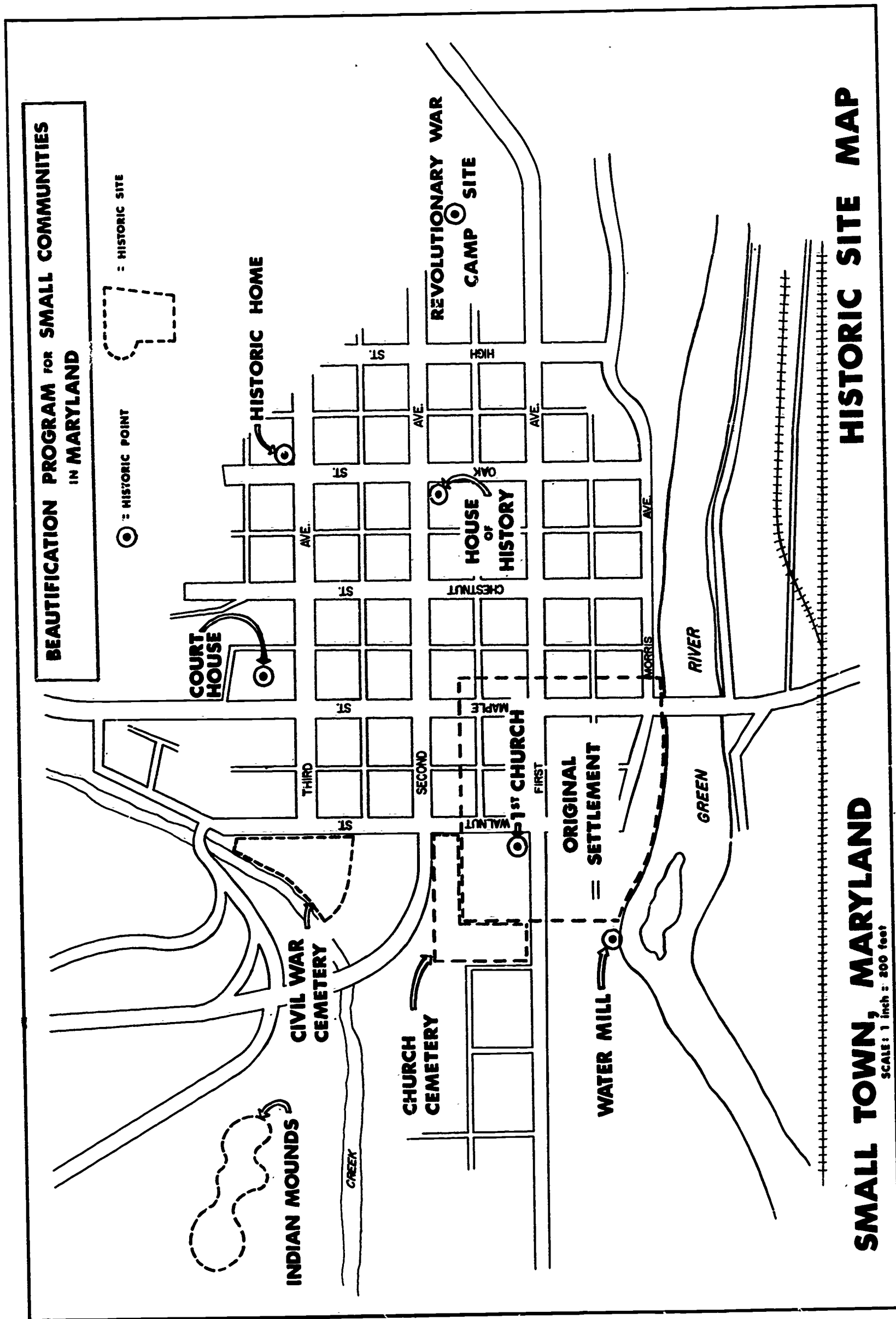


Figure 11. Sample Historic Site Map

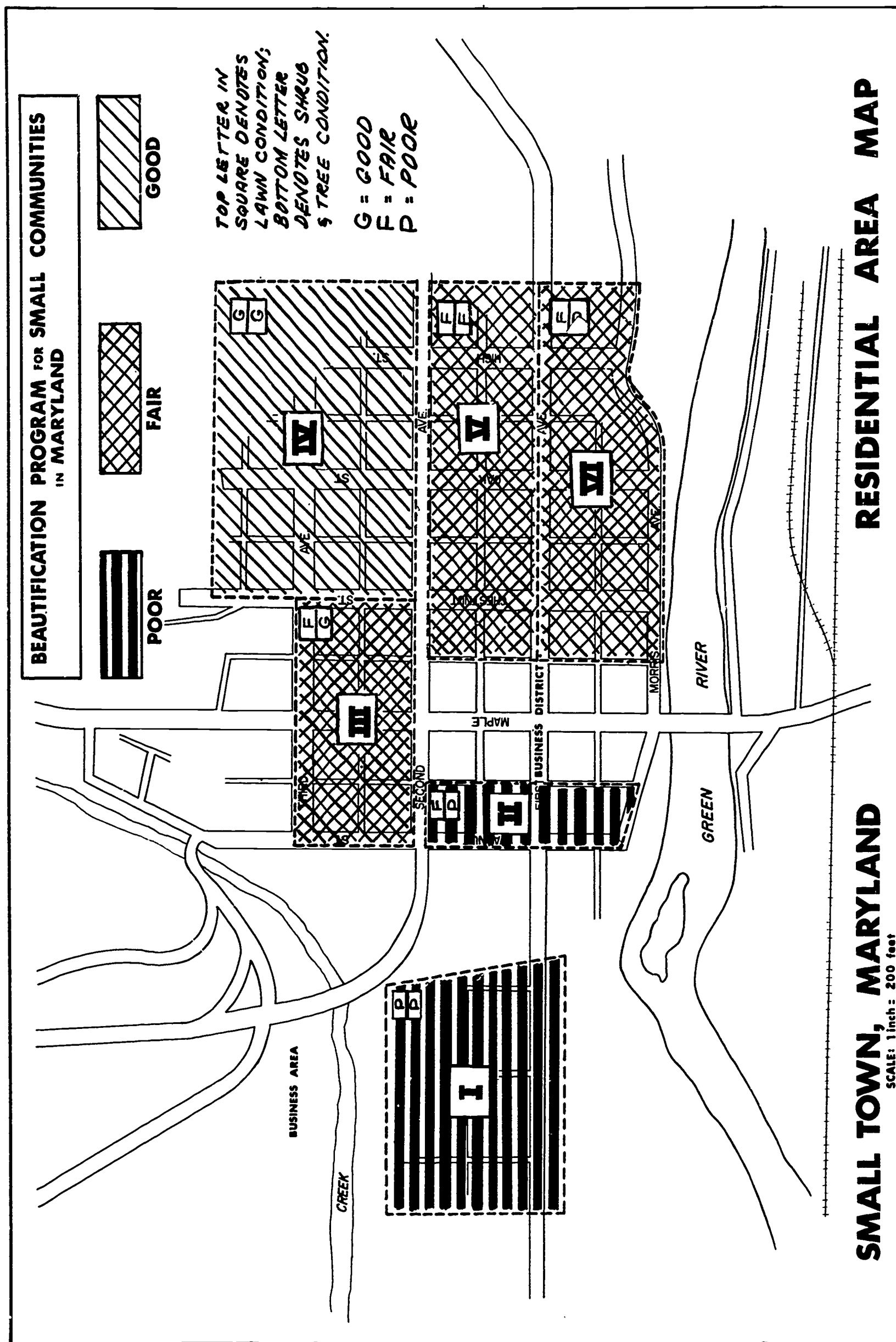


Figure 12. Sample Residential Area Map

## THE ANALYSIS

The analysis phase (1) summarizes the inventory data in tabular and textual form, (2) interrelates geographic materials, (3) elicits opinions and ideas from committee members, and (4) identifies and outlines special programs for incorporation in the plan. In this phase, primary responsibility must be assumed by the resource personnel.

Procedures for analyzing the inventory data are developed by the planning committee (TI, IV). A workshop is planned for the resource personnel and the beautification committee for purposes of establishing objectives of the program.

When the inventory has been completed and all the information has been summarized, the planning for community improvement can begin. The first step is to state clearly what the objectives are. These are formulated from the data available but are stated as tentative, since development and progress are likely to require some restatements of the objectives.



## DETERMINING TENTATIVE OBJECTIVES

The planning committee is responsible for determining tentative objectives of the beautification plan based upon data made available to them by the analysis of the survey.

The general objectives of the plan should be those which contribute to the ultimate goal -- a better place to live, work, and pursue happiness. In terms of this philosophy, the planning committee develops a series of specific objectives covering several phases of community life and activity.

It is appropriate that first priority be given to those projects which clearly identify beautification as an objective. However, it may be necessary to relieve traffic and parking congestion before undertaking the improvement of store fronts in a business area. Similarly, an objective of pollution abatement for a stream could lead to a project of stream-bank improvement and park development.

The planning committee prepares in writing a list of tentative objectives and these are thoroughly discussed with the beautification committee. The objectives agreed upon by these two groups serve to set the policy for the preparation of a concrete plan. The plan prepared for the Mount Savage community includes a clear statement of specific objectives (Appendix G).

## PROPOSED PLAN FORMULATED

A beautification plan reflects the needs of the community and its goals in terms of achieving the specific stated objectives. Its words, charts and maps enable the citizens to gain insight into their problems and to initiate appropriate action for their solution. The text of the plan proposed for the test area of Mount Savage can serve as an example (Appendix G).

The preparation of the community beautification plan is the responsibility of the planning committee. Where assistance on technical aspects of planning is required, it might be available from county, city or state planning departments, the community development office of a local utility, a land grant university planning department or the Cooperative Extension Service.

When complete, a plan produced by such coordinated effort will tell the story to the public. It will include, for example, a map showing the locations of planned projects (Figure 13). Photographs of existing conditions and sketches or drawings might show anticipated results. Such sketches were prepared as demonstration materials for the Mount Savage project (Appendix H).

Projects for some parts of the plan could be completed in a year or less, whereas others could take several years to accomplish. Therefore, it is beneficial to start with a larger perspective. A five-year beautification program (Figure 14) illustrates this view. Priorities can thus

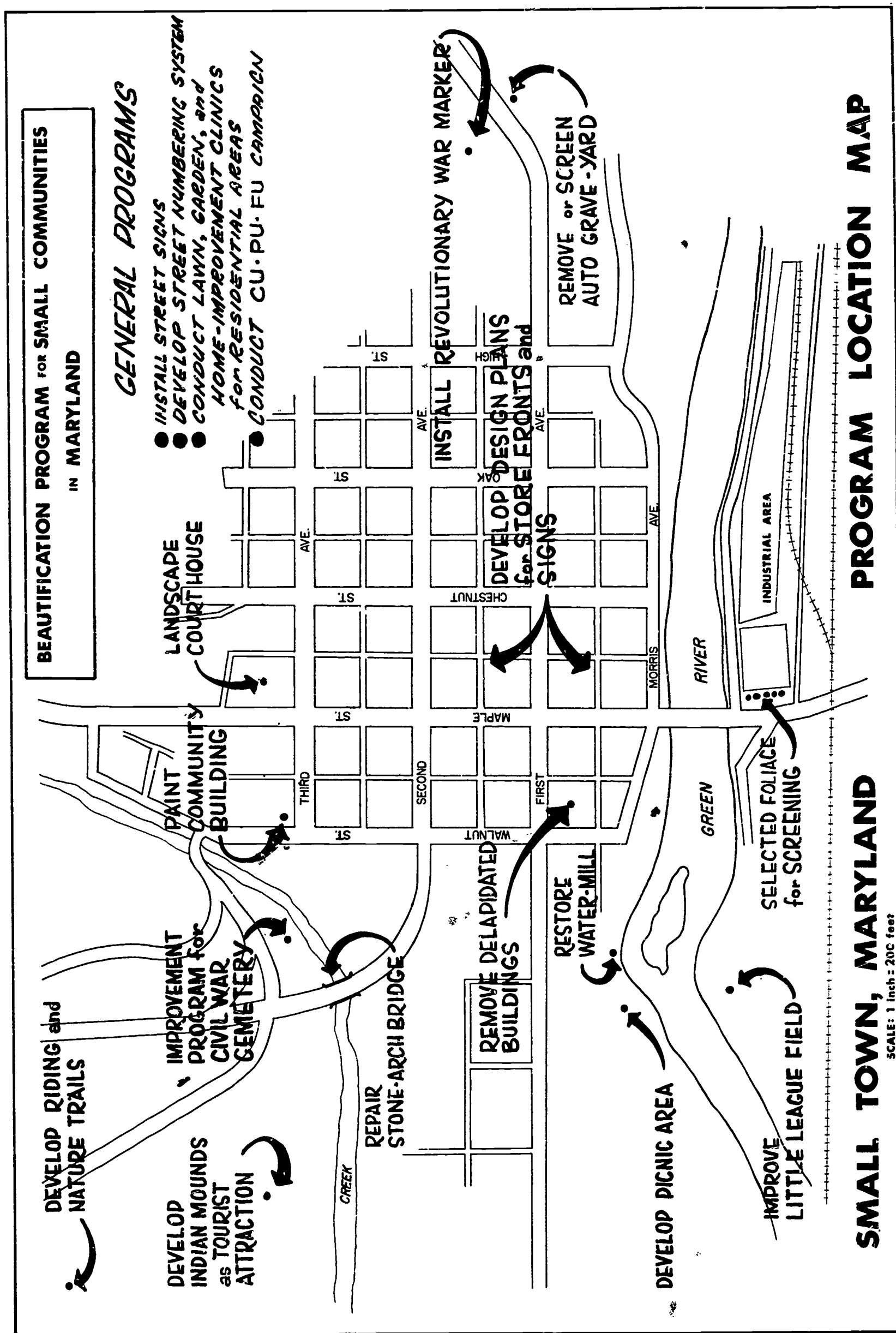


Figure 13. Sample Program Location Map

SMALL TOWN, MARYLAND

FIVE-YEAR BEAUTIFICATION PROGRAM

	1968	1969	1970	1971	1972
W I N T E R	Ornamentals Clinic Landscaping Clinic or Short Course Lawn and Garden Equipment Repair and Maintenance Initiate Mooney Birthplace Restoration	Ornamentals Clinic Landscaping Clinic or Short Course Lawn and Garden Equipment Repair and Maintenance Plan Year-Round Recreation Program Initiate Historical Marker Program	Ornamentals Clinic Landscaping Clinic or Short Course Lawn and Garden Equipment Repair and Maintenance	Ornamentals Clinic Landscaping Clinic or Short Course Lawn and Garden Equipment Repair and Maintenance	Ornamentals Clinic Landscaping Clinic or Short Course Lawn and Garden Equipment Repair and Maintenance
S P R I N G	Ornamental Plant- ing Demonstration Pruning Demonstra- tion Develop Town Park Repair Public Wall Improve Community Buildings Organize Recreation Club	Ornamental Plant- ing Demonstration Pruning Demonstra- tion Parking Lot Improve- ment Program Industrial Screen- ing Demonstration	Ornamental Plant- ing Demonstration Pruning Demonstra- tion	Ornamental Plant- ing Demonstration Pruning Demonstra- tion	Ornamental Plant- ing Demonstration Pruning Demonstra- tion
S U M M E R	Floriculture Clinic and Dem- onstration Organize CU-PU-FU Lawn Clinic Initiate Recreation Club Development Plan Historical Tour	Floriculture Clinic and Dem- onstration Organize CU-PU-FU Lawn Clinic Store Front Dem- onstration	Floriculture Clinic and Dem- onstration Organize CU-PU-FU Lawn Clinic	Floriculture Clinic and Dem- onstration Organize CU-PU-FU Lawn Clinic	Floriculture Clinic and Dem- onstration Organize CU-PU-FU Lawn Clinic
F A L L	Conduct CU-PU-FU Soil Testing Program Little League Ball Field Improvements Conduct Histori- cal Tour	Conduct CU-PU-FU Soil Testing Program Little League Ball Field Improvements Conduct Histori- cal Tour Initiate Cobble- stone Street Improvement	Conduct CU-PU-FU Soil Testing Program Little League Ball Field Improvements Conduct Histori- cal Tour	Conduct CU-PU-FU Soil Testing Program	Conduct CU-PU-FU Soil Testing Program Conduct Histori- cal Tour

Figure 14. Five-Year Beautification Program

be established for each year and detailed work plans begun for first year projects (Figure 15).

### Public Hearing

In advance of any public meeting, use of all available communications media is essential in reporting the plan to the public. It is probable that two or three months are required to inform all of the citizens of the proposal.

The text of the proposed plan is distributed to the public. It is presented and discussed before local clubs and public bodies, such as the Board of County Commissioners, the City Council, the soil district supervisors, the Planning Commission, the Park and Recreation Board, and others. A public meeting is held to give the citizens an opportunity to comment and the plan is adjusted accordingly.

### Public Approval of Plan

The beautification committee approves the final plan and may submit it to a local official body for endorsement. When final approval has been made, the plan is ready for implementation.



BEAUTIFICATION PROGRAM  
FOR  
SMALL COMMUNITIES IN MARYLAND

Detailed Work Plan

1. Reconstruction of concrete wall.
2. Objective: To reconstruct the concrete retaining wall on the north side of Route 36, east end of Main Street.
3. This project will begin September, 1967.
4. Procedure:
  - a. The supervisor of the State Roads' Commission must be consulted to obtain authorization to begin and complete this project.
  - b. A representative of the Western Maryland Labor Council should be consulted to obtain information concerning estimates of time needed, materials needed, and cost of the project.
  - c. The work force necessary for this project will be furnished by the Neighborhood Youth Corps. Mr. Joe Gallen will represent the NYC and should be consulted concerning the arrangements for obtaining these services.
  - d. An adult from Mount Savage must consent to supervise the NYC workers.
5. This project is to be accomplished under the auspices of the University of Maryland, Cooperative Extension Service and the Mount Savage Beautification Committee.
6. The expected result of this project will be the restoration of the wall and the possible addition of planter-type containers with an evergreen foliage.

Figure 15. Detailed Work Plan

## IMPLEMENTATION

The adopted beautification plan is the first milestone in the implementation of a continuing and successful program of community improvement. The community and supporting agencies will have in written and graphic form a most useful "road map" for improving the living environment of the locality. Properly used, it will serve as a dynamic tool for directing a meaningful program. Citizens and organizations in the community can use it to identify their roles and contributions. Resource agencies and personnel can work with the community in planning and carrying out action programs.

### The Beautification Committee

Implementation of the plan for community improvement continues to be the responsibility of the beautification committee. It is well prepared to guide the activities of the community in carrying out the plan by enlisting support, coordinating various activities and informing the community of progress.

The beautification committee should seek out local organizations to conduct many of the projects in the five-year program. However, the committee itself should initiate community-wide programs such as the annual "Clean-up, Paint-up, Fix-up" (CU-PU-FU) campaign. This campaign would be directed by the beautification committee but would be carried out by individuals or groups. The committee might

sponsor lawn clinics, landscaping programs, home improvement programs and other educational activities in cooperation with supporting agencies.

### The Planning Committee

The planning committee supports the beautification committee in an advisory capacity and in procuring supporting services. The members assist in the development of detailed work plans as indicated by the schedules of the five-year plan (Figure 15).

A joint meeting of the beautification committee and the planning committee should be held at least twice a year for the purpose of evaluation and planning.

### Support for the Program

A list of individuals and organizations is available from the subcommittee for human resources. Appropriate tasks can now be undertaken with detailed work plans available where required.

A community with a plan of action is in a good position to receive help from a variety of local, regional and state agencies (Appendix I). Requests might be channeled through the project leader or the County Extension Office. In addition to providing both technological and material support, agencies sometimes reschedule their activities in order to give priority to projects which will be of value in carrying forward the community plan.

While large scale "beautification programs" may not be feasible for a small community, many technological and cost-sharing programs are available both to individuals and groups (Appendix J). For example, soil testing is available to homeowners. A small park might be developed under the Green Span program.

The Mount Savage beautification project gained a degree of national recognition when an award winning educational film company\* decided to film and tape the Mount Savage story. Several thousand feet of color motion picture film, many hours of taped interviews, and dozens of still shots have been made anticipating the production of a documentary film or TV program. All of these efforts gave rise to the recognition of the Mount Savage story at the National Soil, Water and Suburbia Conference held in Washington, D. C. on June 15 and 16, 1967 by the Department of Agriculture and the Department of Housing and Urban Development.

The success of a community beautification program can be measured in numbers of homes landscaped, gallons of paint applied and number of projects completed. But the ultimate goal of a better place to live, work and pursue happiness depends upon the degree of community involvement. Participation by young and old, critical appraisal by the citizenry and the experience of working and planning together for

\*Stuart Finley, Incorporated, Falls Church, Virginia, producers of such award winning films and TV series as The Third Pollution, The Green City, Potomac Concept and Water Resourcefulness.

the benefit of the total community will transcend all else and create a sense of community values and understanding (Appendix K).



## TECHNICAL INSTRUCTIONS

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## TI-I SUBCOMMITTEE RESPONSIBILITIES

### RESPONSIBILITIES-IN-COMMON FOR ALL SUBCOMMITTEES

Each subcommittee will fulfill the responsibility as may be required for taking an inventory of problems and opportunity, making a general estimate or analysis of conditions and proposing recommendations for any action required to beautify the community. The project leader and the resource personnel will advise each subcommittee on accomplishing these responsibilities. All actions of the subcommittees will be reported to the beautification committee.

#### Explanation of Terms

1. Inventory: During the first month, each subcommittee will survey and compile information regarding the beautification problems facing the community and identifying opportunities for solving them.
2. Analysis: During the second month, resource personnel will hold discussions with each subcommittee to show how the inventories relate to each other and their significance to the entire project. Opinions will be expressed and recommendations made on the basis of the surveys.

## SPECIFIC SUBCOMMITTEE RESPONSIBILITIES

### Subcommittee on Historical Research

The purpose of this committee will be to: (1) compile from library material data pertaining to the origin and history of the community and organize it under three headings --

- a. The origin of the early settlement
- b. The economic structure
- c. The social structure of the community

The economic and social structures should follow a time sequence continuing from the early settlement through the present; (2) locate historic points of interest on the base map; (3) keep a continuous record of community activities accomplished each year.

### Subcommittee on Human Resources

This may be a committee of one person to compile a list of people in the community having special interests or talents useful in preparing and implementing plans to assist the beautification committee. The committee will also prepare a list of organizations and their leaders that would be of help in carrying out the objectives of the beautification committee. The information compiled should be cross-filed so that either the individuals or their specialties may be found in the files.

### Subcommittee on Industrial Areas

This committee will be responsible for surveying the industrial areas of the community. The committee will identify the condition and use of structures and locate these on the base map. The committee will also develop ideas for the improvement of the appearance of these areas. The major emphasis of this committee will be to work with the owners of these facilities, especially during the implementation phase of the project.

### Subcommittee on Commercial Areas

This committee will be responsible for surveying the commercial areas of the community. This will include, specifically, the main street business district. The committee will identify the condition and use of structures and locate these on the base map. The committee will also develop ideas for the improvement of the appearance of this area. The major emphasis of the committee will be to work with the owners of these facilities during the implementation phase of the project.

### Subcommittee on Residential Areas

This committee will be responsible for surveying all of the residential areas of the community for the purpose of identifying the needs and problems related to the houses, landscaping, and lawns. The condition of each structure will be determined. The use of trees and lawns will be observed according to standards that will be prescribed. The same procedure will be followed for vacant lots in the residential areas. The results of this survey will be summarized and analyzed on a block by block or area by area basis. The survey will be recorded on the base map according to prescribed procedure.

### Subcommittee on Highways, Streets and Alleys

This committee will survey each street in the community to determine the condition of the pavement, drainage, sidewalks and general appearances. Also to be noted will be the adjacent facilities for collection of trash and garbage. These data will be recorded on the base map according to prescribed methods of procedure. This committee will work with a specialist from the county in developing this information.

### Subcommittee on Natural Resources and Open Space

This committee will survey all major open areas of the community as to condition and location. This information will be recorded on the base map. Also, all well points, water sources and cisterns will be recorded on the base map. This committee will work with the various specialists from the Soil Conservation Service and the University in developing analysis of soils, terrain, forests and water.

### Subcommittee on Public Facilities

This committee will be responsible for surveying the existing facilities, both public and private, as to their condition and need for beautification. These facilities should include schools, churches, post office, community building and the trash dump. These data will be recorded on the base map.

### Subcommittee on Parks and Recreation

This committee will be responsible for identifying potential areas for parks and recreation. A further responsibility will be to obtain a list of community recreational interests from a cross-section of families. The information gained from this survey will guide the committee in developing various recreation programs.

### Subcommittee on Publicity

This committee will work with the project leader and the beautification committee in developing a continuing publicity program to be conducted throughout the duration of the project. The committee may prepare a newsletter, posters or any other informational material needed to keep the community informed of the progress of the project. Photographic documentation will be helpful in reporting and recording progress made throughout the project.



## TI-II INVENTORY PROCEDURES AND SURVEY SHEETS

### INVENTORY PROCEDURES APPLYING TO ALL SUBCOMMITTEES

RESOURCE PERSONS will be assigned to each subcommittee. They will be experts in appropriate fields who are competent to give advice on gathering information, compiling and analyzing it and recommending action.

REPORT to the project leader plans for a tour or field trip, if your group plans one. He may be able to coordinate or combine the trips of more than one group.

SURVEY FORMS may be adjusted to suit the particular data being collected and may be modified if they prove unsatisfactory in practice. Any changes should be reported to the project leader. A common form may be adaptable for the use of several subcommittees. Therefore, the project leader will review the form before a survey is undertaken.

PUBLICITY SUBCOMMITTEE will assist all subcommittees by reproducing and/or distributing materials as required.

DEADLINE DATE will be set by each subcommittee for the completion of its survey.

INVENTORY PROCEDURES  
FOR  
SUBCOMMITTEE ON COMMERCIAL AREAS

CONSULT resource person on  
Inventory of business district.  
Identifiable problems and proposed solutions.

PLAN an indoctrination field trip for the subcommittee with  
the resource person.

OUTLINE the business district on a map.  
Draw a perimeter around the area, including residences  
and uses other than business.  
Base your judgment on the familiarity of the committee  
and resource person with the area.

CHECK for duplication of coverage or function with  
subcommittees on  
Industrial areas.  
Residential areas.  
Natural resources and open spaces.  
Public facilities.

SURVEY sheet includes  
Cross reference numbers for structures numbered on the  
map.  
Type of business.  
Occupied or vacant.  
General appearance.  
Landscaping.  
Problems and comments.  
Rating scale for each business structure:  
1 -- Good general appearance  
2 -- Fair condition  
3 -- Poor

NOTE on the map each business structure by a number at  
location.

OMIT from representation on the map structures falling in the  
areas of other subcommittees such as:  
Residences.  
Vacant areas.  
Public buildings.

INVENTORY PROCEDURES  
FOR  
SUBCOMMITTEE ON HIGHWAYS, STREETS, AND ALLEYS

SURVEY each highway, street, and alley shown on the map to include

- Name and section of street.
- General appearance or condition of pavement.
- Drainage structures (gutters, ditches, culverts, etc.).
- Sidewalks.
- Adjacent service areas (trash and garbage collection, delivery areas, etc.).
- General appearance and cleanliness of right-of-way.

RIGHTS-OF-WAY not named on the map will be given arbitrary identification numbers according to the suggestions of the resource person.

INVENTORY PROCEDURES  
FOR  
SUBCOMMITTEE ON HISTORICAL RESEARCH

CONSULT resource person for  
Sources of information  
Research methods  
Information to be recorded

PREPARE an annotated bibliography, including  
Title, author, date, publisher  
Location of the material (library, local person, etc.)  
Information concerning value or authenticity

COMPILE unique information, such as  
Geneology of a pioneer family  
Historical data  
Places of interest

IDENTIFY historic sites by  
Number on the map  
Cross reference to a brief description of the site,  
referring to any documented information included in the  
bibliography

INVENTORY PROCEDURES  
FOR  
SUBCOMMITTEE ON HUMAN RESOURCES

SURVEY FORM (INDIVIDUALS) includes

- Name
- Home address and telephone number
- Business address and telephone number
- Age group
- Sex
- Occupation
- Avocation
- Position or special interest role in the community
- Possible or requested role in beautification program

SURVEY FORM (ORGANIZATIONS) includes

- Name of organization
- Address and telephone number
- Names, addresses and telephone numbers of officers
- Purpose of group
- Size and make-up of membership
- Possible role in beautification program

COLLECT personal data by

- Completing a form for each individual member of the local action committee and subcommittees.
- Contacting other individuals and organizations by phone or personal contact.
- Note: The subcommittee member securing the information signs the card and dates it.

INFORM other subcommittees

- That the information is available.
- That your subcommittee will help them to identify persons and organizations needed to carry out their work.

KEEP the file up to date.



INVENTORY PROCEDURES  
FOR  
SUBCOMMITTEE ON INDUSTRIAL AREAS

CONSULT resource person concerning  
Inventory of industrial structures under consideration.  
Opportunities for landscaping grounds or surrounding  
areas of the industrial complex.

CONSIDER an indoctrination field trip with the resource  
person. Include members of other subcommittees, if  
possible.

DELINEATE the industrial area on the base map, using photo-  
graphy and personal experience.

CHECK for duplication of coverage or function with  
subcommittees on  
Commercial areas.  
Residential areas.  
Natural resources and open spaces.  
Public facilities.

INDICATE on the base map  
Location of each industry (dashed line: ---).  
Name of industry at location.

PLANS for a survey sheet should include  
A cross reference system between map and survey sheet  
for major structures or facilities.  
Current or former use of each structure.  
Condition or appearance, according to a rating system  
developed by the resource person.  
Appearance of grounds and utility structures.  
Opportunities for screening, landscaping, and the like.

INVENTORY PROCEDURES  
FOR  
SUBCOMMITTEE ON NATURAL RESOURCES AND OPEN SPACE

INVENTORY should include

All terrain in map area not used by structures and related items, such as house and yard, industry and grounds.

All open space not covered by forest.

Existing parks and playgrounds.

Major streams, showing general appearance of the stream and banks and referring to debris, trash, overgrowth, and the like, to be recorded on the map.

Well points, springs and cisterns, to be marked on maps by a symbol and number cross referenced to a brief description of the item, including the condition of the man-made feature, flow, capacity, purity and use.

SURVEY SHEET should include

Identification number.

Problems such as old foundations, rubble, junk, litter needs, and the like.

Rating:

Good -- Area is pleasant in appearance, has adequate vegetation, is not grown up in weeds and brush; needs no major physical improvement.

Fair -- Area is not pleasant in appearance, does not have adequate vegetative cover, is partially grown up in weeds and brush, has some rock and rubble; needs minor clean-up and physical improvement.

Poor -- Area is unsightly, does not have adequate vegetative cover, is grown up in weeds and brush, contains old house foundations and rubble; needs major physical improvement, such as removal of rubble, grading and shaping, and seeding of grass or planting of desirable attractive shrubs.

SURVEY of potential park and recreation sites will be undertaken following completion of the above phase. This committee has a continuing responsibility to keep informed on the soil and forestry analyses conducted by highly specialized technicians serving as resource persons.

INVENTORY PROCEDURES  
FOR  
SUBCOMMITTEE ON PARKS AND RECREATION

PLAN an orientation hour with the resource person, preferably including other subcommittee groups.

SURVEY of existing and potential sites for parks and recreation areas will be carried out by the Subcommittee for Natural Resources and Open Space.

DEVELOP and administer survey questionnaire for determining the recreational interests of a cross section of the community.

INVENTORY PROCEDURES  
FOR  
SUBCOMMITTEE ON PUBLIC FACILITIES

CONSIDER a field trip with the resource person, possibly combining with other subcommittees.

INVENTORY should include  
Public facilities, such as churches and schools and surrounding grounds.  
Utilities, at a later stage of the program.

INDICATE surveyed items by a number in a circle on the map and cross reference to the survey sheet. Show the area involved by outlining it on the map.

INVENTORY PROCEDURES  
FOR  
SUBCOMMITTEE ON PUBLICITY

MEET with the resource person and project leader.

COMPLETE a publicity plan.

ENLIST the aid of persons who can type and carry out other  
office skills.



INVENTORY PROCEDURES  
FOR  
SUBCOMMITTEE ON RESIDENTIAL AREAS

ON THE MAP, subdivide all areas exclusive of commercial and industrial areas into sections convenient for one or two members to inventory. Draw your lines of division along streams or other natural features when this is possible. Identify each area by letter code: A, B, C, etc., and assign each area to one or more members of the subcommittee.

SURVEY FORM will include

Area's master number.

Arbitrary house number cross referenced to map.

Occupied or vacant.

General appearance rating scale:

1 -- Good general appearance

2 -- Fair general appearance

3 -- Poor

Landscaping rating scale for shrubbery and trees:

1 -- Pleasing appearance

2 -- Overgrown or unpleasant foliage

3 -- Absence of shrubbery

Landscaping rating scale for lawns:

1 -- Good grass coverage

2 -- Fair coverage (spotty)

3 -- Poor or no coverage

COMPLETE survey sheet for each house and yard in area by

Locating on map by number in a circle.

Cross reference to survey sheet.

OMIT from reference on the map structures falling in the areas of other subcommittees such as:

Vacant lots.

Public facilities.

## SURVEY SHEET FOR HIGHWAYS, STREETS AND ALLEYS

1. Name of Street \_\_\_\_\_

(If not named on street map, assign a name as follows: Unnamed street 1, unnamed street 2, etc. and print on map.)

2. Street Section \_\_\_\_\_

(If necessary, divide streets into sections A, B, C, etc. and mark on map. Sections may be from intersection to intersection or wherever there is a district change in character or appearance of the right-of-way.)

3. Pavement:

Type \_\_\_\_\_

(Concrete, asphalt, gravel, dirt, none.)

Condition of Pavement - Scale number \_\_\_\_\_

### RATING

No.

- |   |       |   |
|---|-------|---|
| 1 | Good: | Pavement (concrete or asphalt only) is smooth and free of pot holes.          |
| 2 | Fair: | Surface is smooth with scattered pot holes, etc.                              |
| 3 | Poor: | Surface is rough or non-existent or may have numerous pot holes, breaks, etc. |

4. Drainage - Surface:

Type \_\_\_\_\_

(Curbs, gutters, ditches, or none.)

Condition - Scale number \_\_\_\_\_

RATING

No.

- |   |       |  |
|---|-------|--|
| 1 | Good: | Clean, free of debris and appears to be in good condition.               |
| 2 | Fair: | Cluttered with debris and blocked, but appears to be structurally sound. |
| 3 | Poor: | Dilapidated, clogged, cluttered or non-existent.                         |

5. Drainage - Sub-surface:

Type \_\_\_\_\_

(Culvert, storm drain, pipe or none.)

Location - Mark on map by an "x" at inlets or outlets.

Condition - Scale number \_\_\_\_\_

RATING

No.

- |   |       |  |
|---|-------|--|
| 1 | Good: | Pipe or structure in good condition and unclogged.                               |
| 2 | Fair: | Pipe or structure in good condition but clogged.                                 |
| 3 | Poor: | Pipe or structure broken or collapsed, or no structure where a need is apparent. |

6. Street Signs and Lights:

(Traffic control signs, street names and street lights.)

Signs - Scale number \_\_\_\_\_

RATING

No.

- |   |       |  |
|---|-------|--|
| 1 | Good: | Appear to be adequate in number, condition and location.                     |
| 2 | Fair: | Appear to be adequate in number but are in poor condition or poorly located. |
| 3 | Poor: | Inadequate in number.  |

Street lights - Scale number \_\_\_\_\_

- |   |       |               |
|---|-------|---------------|
| 1 | Good: | Same as above |
| 2 | Fair: | Same as above |
| 3 | Poor: | Same as above |

7. General appearance of right-of-way - Scale number \_\_\_\_\_

(This is to be an overall visual impression of the right-of-way from lot line to lot line. For alleys the most significant item is the condition of the service areas to the back lot line or buildings. This is in reference to garbage and trash collection areas and service or delivery areas.)

RATING

No.

- |   |      |
|---|------|
| 1 | Good |
| 2 | Fair |
| 3 | Poor |

Comments on rating: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

8. Additional Observations: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_



## SURVEY SHEET FOR INDUSTRIAL AREA\*

1. Field Survey Number \_\_\_\_\_

(This number is a cross-reference to the number placed on the map on the field survey. It is to be placed on the map at the approximate location of the structure or facility.)

2. Name of Major Structure or Facility \_\_\_\_\_

(Structures may be identified as to present use or former use if now vacant, i.e. roundhouse, warehouse, office building, etc. Facilities may be identified as brick works, railroad yards, etc.)

3. Ownership \_\_\_\_\_

(Examples: Mt. Savage Brick Works, Island Creek Coal Company, Unknown.)

4. Occupancy of Structures (a) Occupied \_\_\_\_\_ (b) Unoccupied \_\_\_\_\_  
Check one.

5. Appearance of Major Structure or Facility - Scale number \_\_\_\_\_

### RATING

No.

1 Good:

Building(s) is structurally sound and is well maintained.

2 Fair:

Building(s) is structurally sound but is not maintained. Needs painting or minor repairs.

3 Poor:

Building(s) is structurally unsound. Leaning walls, sagging roof or generally dilapidated.

\* This form may be adapted to the business area, residential area or public facilities by deleting some items and changing the instructions in parenthesis.

6. Appearance of Grounds - Scale number \_\_\_\_\_

RATING

No.

- |   |       |  |
|---|-------|--|
| 1 | Good: | Grounds surrounding structure or facility are free of trash or clutter and are "landscaped."           |
| 2 | Fair: | Grounds surrounding structure or facility are free of trash or clutter but are not landscaped.         |
| 3 | Poor: | Grounds surrounding structure or facility are trash strewn and cluttered, irrespective of landscaping. |

7. General Observation of the Area:

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---

8. Suggestions for improving the appearance of the area:

- a. \_\_\_\_\_  
\_\_\_\_\_
- b. \_\_\_\_\_  
\_\_\_\_\_
- c. \_\_\_\_\_  
\_\_\_\_\_

## SURVEY SHEET FOR OPEN SPACES

Identification Number	Problems	Possible Solution	Rating Number

## RATING SCALE FOR OPEN SPACES

### RATING

No.

1

Good

Area is pleasant in appearance, has adequate vegetation, is not overgrown. Weeds and brush need no major improvement.

Fair

Area is not pleasant in appearance, does not have adequate vegetative cover, is partially overgrown with weeds and brush, needs minor clean up and physical improvement, has some rock and rubble.

3

Poor

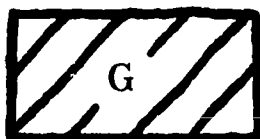
Area is unsightly, does not have adequate vegetative cover, is overgrown with weeds and brush. Area contains old house foundation and rubble, needs major physical improvement such as removal of rubble, grading and shaping and seeding of grass or planting of desirable attractive shrubs.

## TI-III INSTRUCTIONS FOR MAP COMPILATION

### 1. General Notes:

- a. In order that the highest quality be produced, only Prisma-Color pencils will be used. Colors needed are Black (935), Green (909), Yellow (917), and Red (925).
- b. Any printing that is done on the map will be done in block capital letter (Example - MOUNT SAVAGE). Wherever possible, printing should be at least 1/4" high. Make sure all printing is DARK. This is a must if the maps are to be photographed and reproduced.
- c. Wherever possible, printing on the map should be on the horizontal (a major exception would be the printing that must parallel streets).
- d. In the drawing of line patterns on the map, a ruler should be used and lines should be uniformly spaced according to instructions provided.
- e. ALL lines (Black, Red, Green, and Yellow) drawn on the map should be dark.
- f. All maps must have a title (Example - INDUSTRIAL AREAS). The title should appear under the words MOUNT SAVAGE on the base map.
- g. Each map must have a legend to define any symbols used on the map. This can be positioned in the space below the title on the base map. Individual legend boxes should be one (1) inch wide and 1/2 inch high. For example:

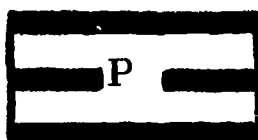
#### CONDITION OF INDUSTRIAL STRUCTURES AND GROUNDS



Good



Fair



Poor

(Patterns refer to structures, letter refers to grounds.)



Patterns used on the map must match those used in the legend.

2. The specific procedure outlined on the following pages will be utilized by the various subcommittees to map the information that has been collected. These procedures must be followed soundly in order to insure the production of a worthwhile and usable map.

a. Residential Areas

- (1) The community will be subdivided into segments of a size that can be conveniently inventoried by one person. These large survey areas will be outlined with a heavy black dashed line on the base map. Each area will then be labeled in black with a Roman Numeral (i.e. I, II, III, etc.).
- (2) The large survey areas will be further divided into smaller sub-areas on the basis of city blocks or some arbitrary designation for the purpose of compiling the information that is collected on the base map. When the sub-area defined is not bounded on all sides by street lines, then a boundary will be drawn on all open sides using a solid heavy black line. Each of the sub-areas so defined will be labeled consecutively in black with a capital letter (i.e. A, B, C, etc.) which should appear within the boundaries of the sub-area. The purpose of the letter designation is for easy identification and cross referencing.
- (3) The general condition of each of the individual structures (including house, yard and fence) within the sub-area will be classified as Good, Fair, or Poor, according to criteria listed on the Residential Area Survey Sheet.
- (4) To determine the overall rating of structures within the total sub-area, the following procedure will be utilized.

Step #1 - Count the total number of houses in the total sub-area. Example: 50.

Step #2 - Divide 100 (%) by the total number of houses. Example:  $50 \sqrt{100} = 2$ .

Step #3 - Multiply the result by the number of houses in each rating group.  
Example: (Poor) 15 x 2 = 30%  
(Fair) 23 x 2 = 46%  
(Good) 12 x 2 = 24%

- . Those sub-areas with 50%, or more, of the houses rated as Poor should be shown on the base map as Poor.
- . Those sub-areas with 25% to 49% of the houses rated as Poor OR a combination of houses rated as Poor and Fair exceeding 50% should be shown on the base map as Fair.
- . Those sub-areas with 50%, or more, of the houses rated as Good should be shown on the base map as Good.

Step #4 - For map compilation purposes the general condition of houses within the sub-area will be designated by filling the entire sub-area with one of the following symbol designs drawn in the designated color.



Good (Green)



Fair (Yellow)



Poor (Red)

- (5) The condition of a yard surrounding a residential structure will be divided into two parts as follows:

- (a) Shrubby and trees
- (b) Lawns

- (6) The appearance of these two aspects of the landscape will be rated as Good, Fair, or Poor, according to criteria listed in Proposed Inventory Procedures for Subcommittee on Residential Areas.

Two numbers will be involved in the rating of individual yards, one number for shrubby and trees and one number for lawns.

- (7) To determine the overall rating of yards within the total sub-area the following procedure will be utilized.

Step #1 - Count the number of yards in the total sub-area. Example: 50.

Step #2 - Divide 100 (%) by the total number of yards. Example:  $50 \overline{)100} = 2$ .

Step #3 - Multiply the result by the number of yards in each rating group.

Example: (Poor)  $18 \times 2 = 36\%$   
(Fair)  $26 \times 2 = 52\%$   
(Good)  $6 \times 2 = 12\%$

- . Those sub-areas with 50%, or more, of the yards rated as Poor should be shown on the base map as Poor.
- . Those sub-areas with 25% to 49% of the yards rated as Poor OR a combination of yards rated as Poor and Fair exceeding 50% should be shown on the base map as Fair.
- . Those sub-areas with 50%, or more, of the yards rated as Good should be shown on the base map as Good.

- (8) For map compilation purposes the condition of yards within the sub-area will be designated by a letter fraction which will be contained within a box. The numerator (top letter) will represent the condition of lawns within the sub-area. The following rating scales will be employed.

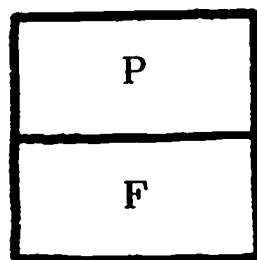
Shrubs and Trees

G = Good  
F = Fair  
P = Poor

Lawns

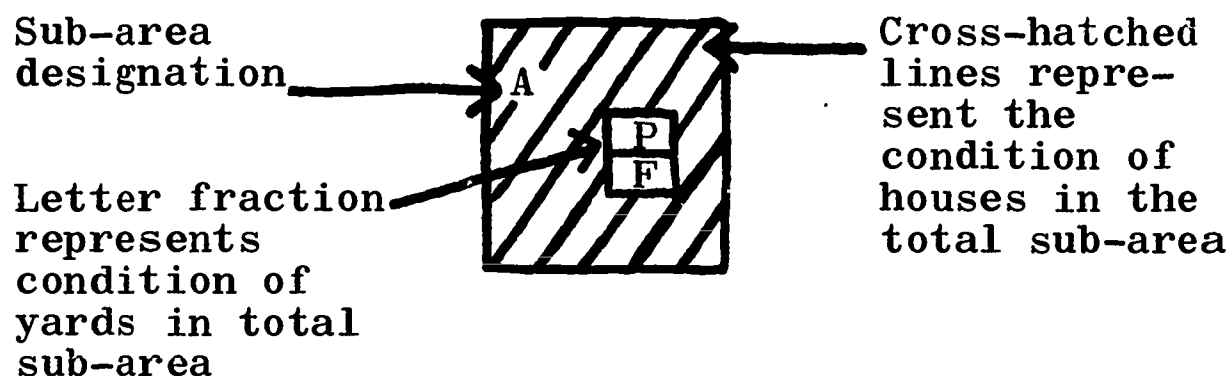
G = Good  
F = Fair  
P = Poor

The following is an example which portrays the use of this procedure.



The symbol as constructed above will be contained within the boundaries of the sub-area.

- (9) A hypothetical residential sub-area is pictured below with examples of all possible symbols included.



b. Commercial Areas

- (1) The commercial area(s) will be outlined on the base map with a heavy black dashed line. If more than one commercial area exists in the community, each will be labeled with a capital letter (i.e. A, B, C, etc.) for easy identification and cross referencing. The letter will be placed in a conspicuous place alongside the commercial area.
- (2) The condition of the individual structures within a commercial area will be classified as Good, Fair, or Poor, according to criteria listed on the Commercial Area Survey Sheet.
- (3) To determine the overall rating of structures within the total commercial area see Residential Areas, paragraph (4). (In the procedure substitute the words "structure" for "houses" and "commercial area" for "sub-area" wherever they appear.)
- (4) For map compilation purposes, the condition of structures within the commercial area will be designated by filling the entire area with one of the following symbol designs drawn in the designated color.



Good (Green)



Fair (Yellow)



Poor (Red)

Note: See Residential Areas, paragraph (5) for specifications.

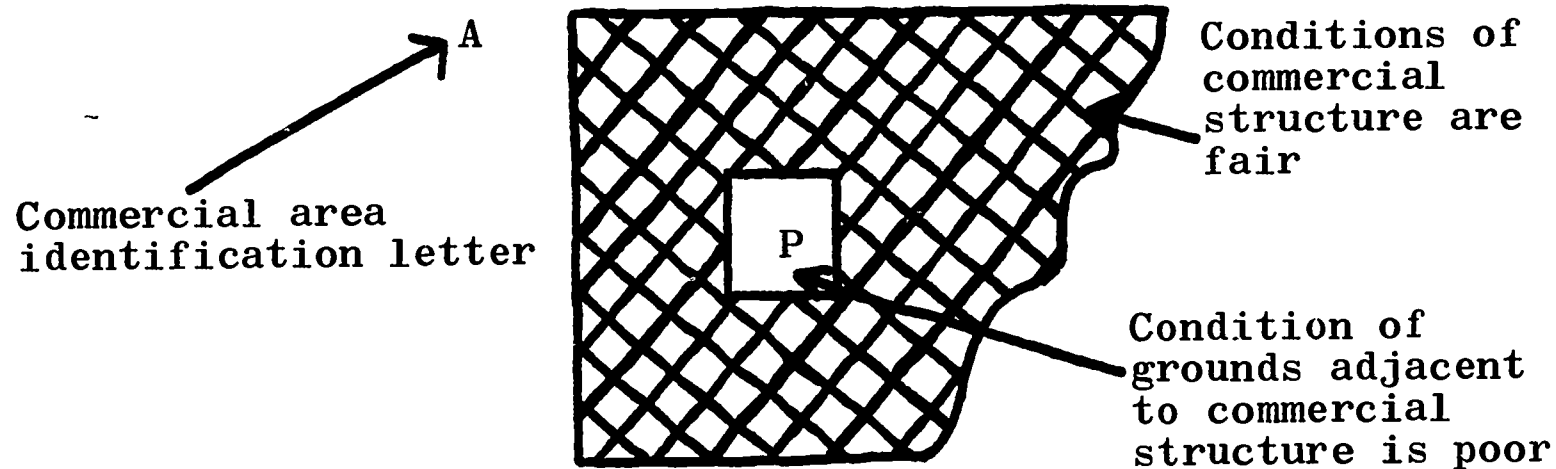
- (5) The appearance of the grounds around individual structures in the commercial area will be classified as Good, Fair, or Poor, according to criteria listed on the Commercial Area Survey Sheet.
- (6) To determine the overall rating of grounds within an entire commercial area see Residential Areas, paragraph (4). (In the procedure substitute the words "grounds" for "houses" and "commercial area" for "sub-area" wherever they appear.)
- (7) For map compilation purposes, the condition of grounds within a commercial area will be indicated by letter within a box according to the following scheme:

G	Good
F	Fair
P	Poor
0	No grounds

Note: Boxes are to be 1/2" square.

The box will be placed within the boundaries of the commercial area if possible. If space limitations prohibit this practice, the box will be placed in a conspicuous place alongside the commercial area.

- (8) The following is an example of a hypothetical commercial area with all symbols portrayed:





c. Industrial Areas

- (1) Industrial areas will be outlined on the base map with a heavy black dashed line. The name of the industry will be neatly printed alongside in black pencil.
- (2) The condition of the individual structures within an industrial area will be classified as Good, Fair, or Poor, according to criteria listed on the Industrial Area Survey Sheet.
- (3) To determine the overall rating of structures within the total industrial area see Residential Areas, paragraph (4). (In the procedure substitute the word "structure" for "houses" and "industrial area" for "sub-area" wherever they appear.)
- (4) For map compilation purposes the condition of structures within the industrial area will be designated by filling the entire area with one of the following symbol designs drawn in the designated color.



Good (Green)



Fair (Yellow)



Poor (Red)

Note: See Residential Areas, paragraph (5) for specifications.

- (5) The appearance of the grounds around individual structures in the industrial area will be classified as Good, Fair, or Poor, according to criteria listed on the Industrial Area Survey Sheet.
- (6) To determine the overall rating of grounds within an entire individual area see Residential Areas, paragraph (4). (In the procedure substitute the word "grounds" for "houses" and "industrial area" for "sub-area" wherever they appear.)
- (7) For map compilation purposes the condition of grounds within an industrial area will be indicated by letter within a box according to the

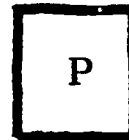
following scheme:



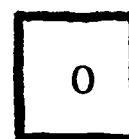
Good



Fair



Poor



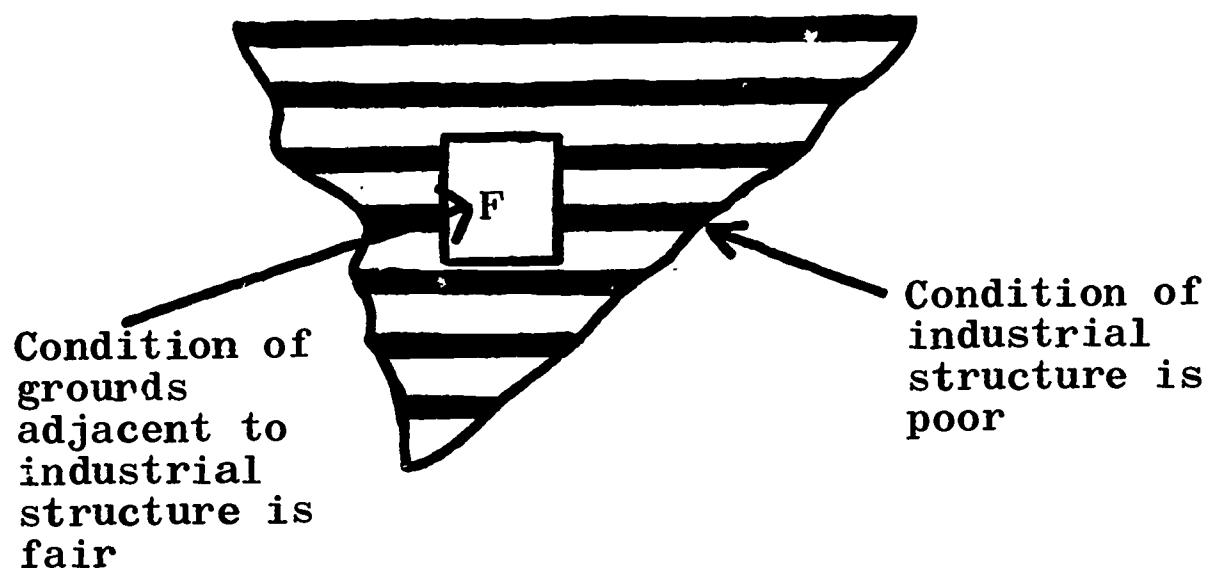
No grounds

Note: Boxes are to be  
1/2" square.

The box will be placed within the boundaries of the industrial area if possible. If space limitations prohibit this practice, the box will be placed in a conspicuous place alongside the industrial area.

- (8) The following is an example of a hypothetical industrial area with all symbols portrayed.

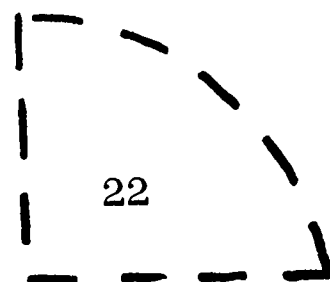
INDUSTRY NAME



d. Historical Research

- (1) All items of historical interest will be consecutively numbered on the base map in order that they may be easily cross referenced to a written description of the significance of the site which will appear elsewhere. (1, 2, 3, etc.)

- (2) Historical areas such as cemeteries, etc. will be outlined on the base map with a heavy dashed black line. The name of the feature will be printed alongside. A hypothetical example follows:



- (3) Point locations such as individual buildings, monuments, churches, etc. will be located by a large dot (approximately 1/8" in diameter). The name of the feature will be printed alongside. A hypothetical example follows:

7 • MT. SAVAGE WORLD WAR II HONOR ROLL

e. Public Facilities

- (1) Where possible, public facilities will be outlined on the base map with a solid black line. In instances where limitations of size prohibit this, a box 1/2 inch square will be used to pinpoint the location of the feature. In all instances, the name of the facility will be printed alongside.
- (2) The condition of the structure in which a public facility is housed will be classified according to criteria listed on the Public Facilities Survey Sheet. The facility will then be labeled according to the following scheme:

G = Good  
F = Fair  
P = Poor

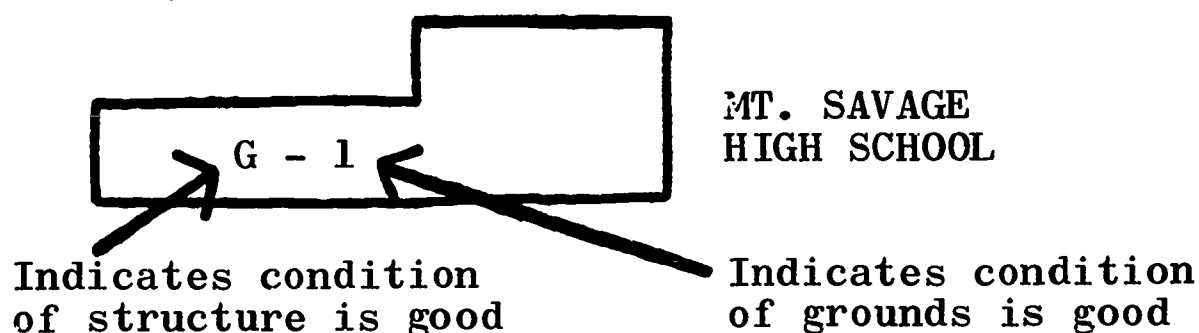
The letter will appear within the boundaries of the facility.

- (3) The condition of the grounds surrounding public facilities will be classified according to criteria listed on the Public Facilities Survey Sheet. The facility will then be labeled according to the following numerical scheme:

1 = Good  
2 = Fair  
3 = Poor  
4 = No grounds on site

The number designating the condition of the grounds will be placed within the boundaries of the facility with a dash separating it from the letter representing the condition of the structure.

- (4) A hypothetical example employing all symbols follows:



f. Natural Resources, Open Spaces, and Forested Areas

- (1) Existing parks, playgrounds, and recreation areas will be outlined with a heavy black dashed line. The name of the facility will be printed within the boundaries if possible. If limitations of space are such that this is not possible, then the name will be printed alongside.
- (2) All open spaces (including vacant lots in residential and commercial areas) will be outlined with a heavy black dashed line. These open spaces will then be lettered consecutively for easy cross referencing (i.e. A, B, C, etc.). The letter will appear within the area outlined.
- (3) The condition of grounds in all parks, playgrounds, recreation sites and open spaces will be classified as Good, Fair, or Poor, according to criteria listed in Proposed Inventory Procedures for Subcommittee on Natural Resources and Open Spaces.
- (4) For map compilation purposes, the general condition of grounds in all categories of open spaces, parks, recreation sites, etc. will be designated by filling the entire area involved with one of the following symbol designs drawn in the designated color.



Good (Green)



Fair (Yellow)



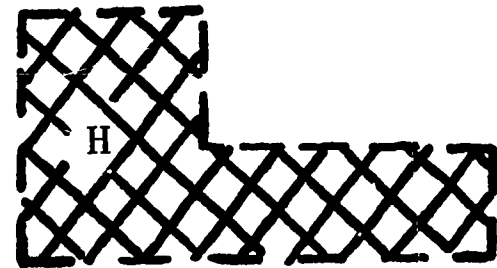
Poor (Red)

Note: For specifications see Residential Areas, paragraph (5).

Below are two hypothetical examples:



Park is labeled with its name and the condition of grounds is good



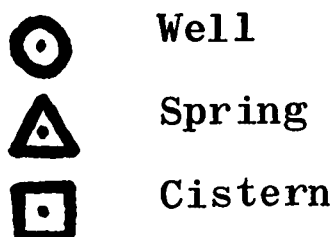
Open space is lettered and the condition of grounds is fair

- (5) The channels and banks of major streams will be surveyed and their general appearance recorded on the base map. A stream will be divided into segments by lines drawn perpendicular to the water course on the basis of the appearance of its channel and bank area (Good, Fair, or Poor). The condition of each segment so designated will be printed in black alongside the streams.

For example:



- (6) The location of wells, springs, and cisterns will be noted on the base map according to the following symbolizations:



Note: All symbols will be 1/4" in diameter and drawn with black pencil.

The water points so designated will be consecutively numbered for easy cross referencing and identification.

For example:





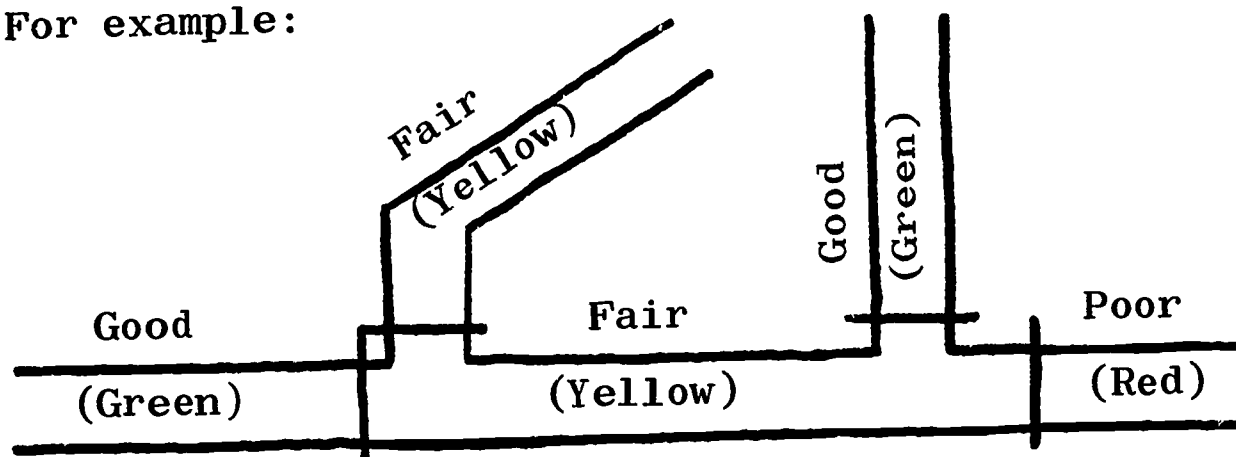
- (7) All forested areas will be outlined with a heavy black line and clearly labeled with the word FORESTED.

g. Highways, Streets, and Alleys

- (1) Two aspects of the highway, street, and alley situation will be portrayed on the base map. These are: The condition of the pavement and the condition of surface drainage. Both will be illustrated on the same map.
- (2) The condition of the pavement will be classified as Good, Fair, or Poor, according to criteria listed on the Survey Sheet for Highways, Streets, and Alleys.
- (3) Highways, Streets, and Alleys will be divided into segments by short black lines (1/2 inch long) drawn at right angles to the right of way. This will be done on the basis of pavement conditions (Good, Fair, or Poor). The condition of each segment so designated will be printed in black alongside the right of way. In addition, the condition of the pavement will be indicated by coloring the street area according to the following scheme:

Good - Green  
Fair - Yellow  
Poor - Red

For example:



Note: On East-West streets, print condition of pavement on top of street. On North-South streets, print on left side of street.

- (4) The condition of surface drainage will be classified as Good, Fair, or Poor, according to criteria listed on the Survey Sheet for Highways, Streets, and Alleys. The condition of surface drainage will be illustrated on the base map by using the following symbols drawn in the designated colors.

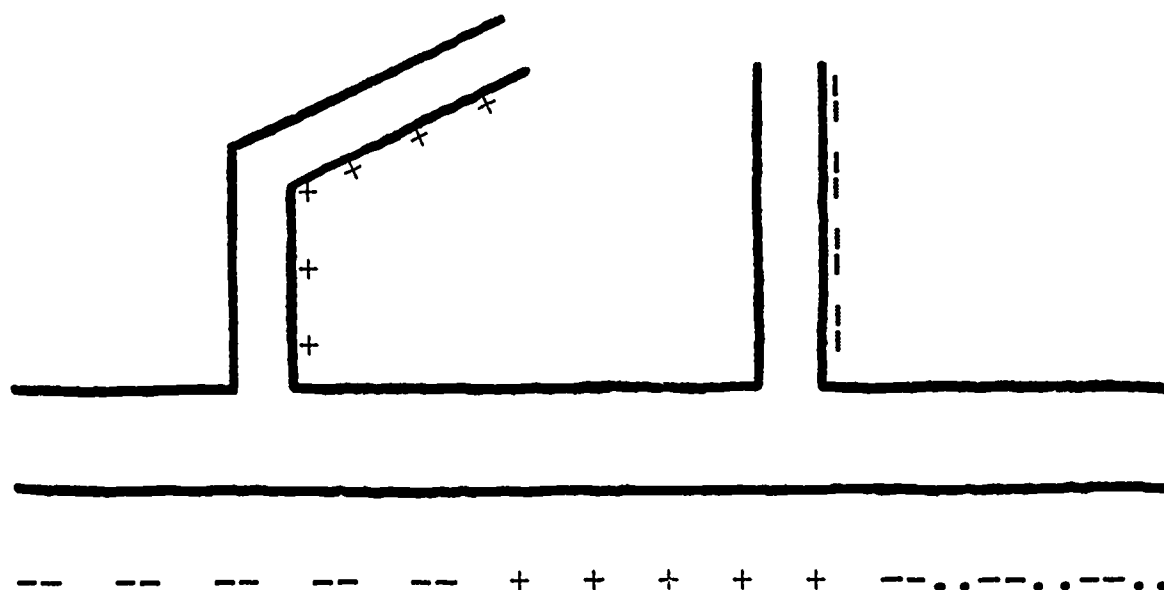


(Dashes 1/4" long with  
1/4" between dashes) -- -- -- Good (Green)

(Dashes 1/4" long with  
the 1/4" space between  
filled with 2 dots 1/16"  
in diameter) ---..---..--- Fair (Yellow)

(Each arm of cross is  
1/8" long with 1/4"  
space between crosses) + + + + Poor (Red)

The symbol will parallel one side of the street.  
When the condition of surface drainage along a  
given street changes, then so does the symbol.  
For example:



Note: On East-West streets the conditions of  
drainage are portrayed below the street.  
On North-South streets they are por-  
trayed on the right side of the street.  
This eliminates interference with  
notations dealing with the condition of  
pavement.

## TI-IV ANALYZING INVENTORY DATA

### GENERAL INSTRUCTIONS

1. **PURPOSE** - The purpose of the analysis phase of the beautification program is (1) to summarize the inventory data in tabular and textual form; (2) to interrelate graphic material as required; (3) to elicit opinions and ideas from committee members; and (4) to identify and outline specialized programs for incorporation in the preliminary plan.
2. **SUMMARY DATA** - Information developed by each subcommittee will be tabulated on a standard form adjusted to meet the special conditions of the subject matter. This form (see attached) is especially adaptable to the inventories of residential areas, business areas, public facilities, industrial areas, open space, and recreation areas. Entries on these forms will include the identification number of the survey area and sub-area and the number of items under each sub-heading by rating. Sub-totals by survey area and grand totals for the entire study area (area of street map) will be computed.

Textual comments should be limited to a brief listing or description of unique problems and opportunities, a summary of general conditions based on tabular data and discussions, and any program ideas for implementation. There must be a clear identification of areas or sub-areas pertinent to the commentaries or portions thereof.
3. **INTERRELATIONSHIP** - Interrelationships between graphic materials should be identified to insure that the preliminary beautification plan (map) reflects these relationships. For example, the soils map and open space map will need to be correlated to delineate suitable recreation areas. Relationships suitable for composite graphic presentations should also be identified; for example, a composite could be made of residences, business and industry.
4. **OPINIONS AND IDEAS** - Each resource person and committee should take five minutes to list ideas or opinions regarding any aspect of the program. These should be brief, one sentence if possible. These ideas will be assembled by subject headings to be used in the subsequent plan development phase.
5. **SPECIALIZED PROGRAMS** - Each resource person should list any formal program or program idea which could be used in implementing any phase of the plan. Special consideration should be given to those programs which would solve problems or take advantage of opportunities.

identified in this analysis stage. Standard programs such as soil testing and lawn clinics should identify the primary resource person to contact for materials, ideas, timing, etc.

#### SPECIFIC INSTRUCTIONS\*

1. HISTORICAL RESEARCH - The general instructions on the preceding page do not apply to this subject matter. Historic points of interest have been identified on the appropriate map and in a separate listing describing the existing conditions of the location, its historic significance, and authenticating references. Effort in this analysis phase should be (1) to complete these data; (2) to plan for identification or restoration; (3) to develop a historic theme for the beautification program, if applicable; and (4) to consider incorporating these sites into the beautification program.
2. HUMAN RESOURCES - The general instructions on the preceding page do not apply to this subject matter. Analysis of the human resource inventory should include (1) review of the data cards for individuals and organizations; and (2) a tabulation of information on individuals and a listing of organizations and their potential.
3. INDUSTRIAL AREAS - It would be helpful to include the size and scope of the industrial operation. This item might be the average number of trains per day, average daily trips or loads of raw products (input) and the average number of trips of processed goods (output).
4. COMMERCIAL AREAS - Dual purpose buildings might be identified in the remarks column of the standard report form.
5. HIGHWAYS, STREETS AND ALLEYS - The general instructions do not apply to this item. Analysis of this subject should include the preparation of a table listing each street section and the rating of critical inventory items. Some inventory items such as "street signs" could be summarized in one brief notation. The latest traffic counts by location should be recorded on one of the inventory maps and possibly in a remarks column in the table.
6. NATURAL RESOURCES AND OPEN SPACES - The general instructions can be modified to meet the needs for this item, particularly in reference to the open space inventory. The standard form is not applicable.

\* Residential area and parks and recreation - refer to general instructions.

7. PUBLICITY - The analysis effort for this subject should be examination of inventory material to determine how best to use it in a program of public information. Plans should be made for presenting to the public the results of the inventory and analysis.





## LIST OF REFERENCES

1. United States Department of Agriculture. A Guide to Natural Beauty. Miscellaneous Publication No. 1056. Washington, D.C.: United States Government Printing Office, June 1967.
2. Secretaries of Interior, Agriculture, Commerce, Health, Education and Welfare, Director, Office of Economic Opportunity, Administrator of the Housing and Home Finance Agency. A Report on Natural Beauty to the President. Washington, D.C.: United States Government Printing Office, October 1, 1965.
3. Catalog of Federal Assistance Programs. Washington, D.C.: Office of Economic Opportunity, Executive Office of the President, June 1, 1967.
4. Community Improvement Through Beautification. Washington, D.C.: United States Department of Agriculture, Federal Extension Service, May 1965.
5. Cook, Desmond L. Program Evaluation and Review Technique: Application in Education. Washington, D.C.: United States Government Printing Office, 1966.
6. 4-H Community Beautification. College Park, Maryland: University of Maryland, Cooperative Extension Service, 1965.
7. Gradin, Morris and Jesse F. Garber. Valleys of History, Volume 3, Number 3. Hagerstown, Maryland: Potomac Edison Company.
8. United States Department of Agriculture. Outdoors U.S.A. Washington, D.C.: United States Government Printing Office, 1967.
9. Ryden, Einar R. Program Evaluation and Review Technique: Keeping Current. Washington, D.C.: United States Department of Agriculture, Federal Extension Service, March 1967.
10. Smith, J. Stanford. The General Electric Forum for National Security and Free World Progress, Volume VIII, Number 4. New York: Robert L. Fegley, 1965.
11. Hershberger, Foss and Miller. Soil Survey Educational Programs. College Park, Maryland: University of Maryland, June 1967. Mimeograph.
12. The American Outdoors. Washington, D.C.: United States Department of Agriculture, Forest Service Publication Number 1000, May 1965.



13. What's Good About Your Community. Nashville, Tennessee: University of Tennessee, Agricultural Extension Service Publication 485, July 1964.
14. White House Conference on Natural Beauty. Report to the President and the President's Response. May 24-25, 1965. Washington, D.C.: United States Government Printing Office.

## TABLE OF APPENDIXES

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## APPENDIX A

### CARTER'S OPENING REMARKS AT THE PUBLIC MEETING

Guests and Friends:

For many years here in Mount Savage, as I suppose in many other small communities throughout the United States, we have allowed our community to literally "grow up around us." By this growing up around us I mean that what once were nice pine trees in front of some houses have grown up to block the houses from view; what once were wild little locust seedlings have become large unattractive trees; what once was a beautiful stream passing through the community has become a sewerage and garbage disposer; what once were beautifully painted, well constructed buildings have become worn, faded, and unattractive; what once were scenic paths for hiking have grown shut with undergrowth. Time, sometimes necessity, and lack of interest have combined to cause these conditions. We have been too long satisfied with "just letting things go" and have done little to change existing conditions. We are aware of what is wrong but are hesitant to try to do anything about it. Then, when we attempt to consider the task before us, the job appears to be too big, almost prohibitive, and we are reluctant to even think of starting.

However, several months ago, almost entirely by accident, our community of Mount Savage became the focal point of an intensive study that could eventually lead to a program of beautification for not only our community but for all small communities like it. Such communities, like our own, that need a guide to help them put into order the steps needed to conduct a successful beautification campaign, and who might be assisted by the guidelines we establish here.

Permission to start such an endeavor was granted by the Mount Savage Citizens Committee, which is the governing body of Mount Savage. At a meeting with several of our citizens in April or May of 1966 the program was launched with an election of officers: Mrs. Carol Carney was elected president; Mrs. Mary Deffenbaugh, secretary; and I, Joseph Carter, vice-president. All through the summer planning meetings were conducted and gradually other interested citizens were drawn in to assist us. Progress was slow. The Cooperative Extension Service of the University of Maryland was asked to come in and assist us in developing a program. Now after six months of intensive study, planning, research, and assistance from the cooperating agencies, a step toward the beautification and improvement of Mount Savage seems to be nearing reality. Just today, for example, thanks to the

cooperation of Mr. Jerry Mullaney, an interested property owner, ground was broken for the development of a park in the Mullaney field area. It will serve both young and old.

If some of you are wondering about the gentleman walking through the auditorium, he is Mr. Ted Jones, who is a professional photographer.

This program is being documented by an independent producer of educational films. We are fortunate to get this service. However, no funds set aside for this project are being used for the filming. It is being done on a completely voluntary basis.

As a result of the research conducted, several objectives have been set down and attempts are being made to put them into operation. With our help as individuals and interested citizens, we might be able to bring them to fruitful conclusions.

Statement by Mr. Joseph R.  
Carter at the first public  
presentation of the Proposed  
Beautification Plan for  
Mount Savage, Maryland,  
September, 1967.

Let us assume that the time estimate of 9 weeks in the preceding example is required for alternative A. If there are two additional alternatives, a time estimate would be determined for each. Let us assume that the time estimate for alternative B is 11 weeks and the time estimate for alternative C is 8 weeks. In PERT language the critical path is that sequence of activities that takes the longest time to complete. The critical path is important since if it is delayed then the project as a whole is delayed.

#### What Values are Present in PERT for Program Planning?

Those individuals who will be responsible for meeting the program objectives are involved from the very beginning and contribute actively to the planning. As each event or each activity is added to the network, there is immediate visual and verbal communication. It is clear at every step of the way where the program is, what has been completed and what remains to be done.

Coupled with a proprietary interest engendered by initial and continuing contributions and teamwork results, each individual will recognize that he is engaged in intelligent, orderly planning.

Prepared by Einar R. Ryden, Professor, Department of Agricultural and Extension Education, University of Maryland.



## APPENDIX C

### PROGRAM EVALUATION AND REVIEW TECHNIQUE

# Keeping Current



Publications Review  
No. 21

March 1967

#### PROGRAM EVALUATION AND REVIEW TECHNIQUE \*

##### PERT? What is it?

Program Evaluation and Review Technique, most often referred to as PERT, is a program planning device. In its simplest form it can be used to plan the writing of a paper, such as this one, or the cooking of a dinner. In its most complicated form it was used to plan the Fleet Ballistic Missile Program (Polaris) which was highly successful. It is a technique which can be applied to almost any project where logical planning is required. It can be applied to a one-man project or to one involving many persons, institutions or agencies.

The following criteria should be used in deciding whether to use PERT:

---

\* Although numerous sources are available on PERT, Cook has provided a complete, current description for educational use. (1) A bibliography is included for those who wish to look further into this technique. A programmed text also is available and provides an excellent, rapid introduction to PERT. (2) The first fifty or sixty pages of this text include virtually everything one would need to know and want to use in program planning which does not require detailed statistical calculations.

1. Cook, Desmond L. Program Evaluation and Review Technique: Application in Education. Washington, D. C.: Government Printing Office, 1966.
2. Federal Electric Corporation. A Programmed Introduction to PERT. New York: John Wiley & Sons, Inc., 1966.

*Extension Research & Training*

Federal Extension Service - U. S. Department of Agriculture  
ER&T-34(3-67)

104/105



First, does a specified objective exist? Can the accomplishment of this objective be determined?

Second, must some scheduled date or deadline be met? If not, this type of program planning is not necessary. Funded projects with definite completion dates are very suitable for PERT application.

Third, what is the degree of project complexity? As the complexity of a project increases, the need for PERT grows.

Fourth, does a degree of uncertainty exist as to the definition of some or all program elements? If the project is routine and standardized, there is little need for PERT.

PERT is not a cure-all for management, program planning or decision-making. It is not a panacea for planning, but it has created a stir and probably will continue to do so for quite a while. It helps save both time and money and is easy to understand and apply. PERT helps the user make sound and logical decisions.

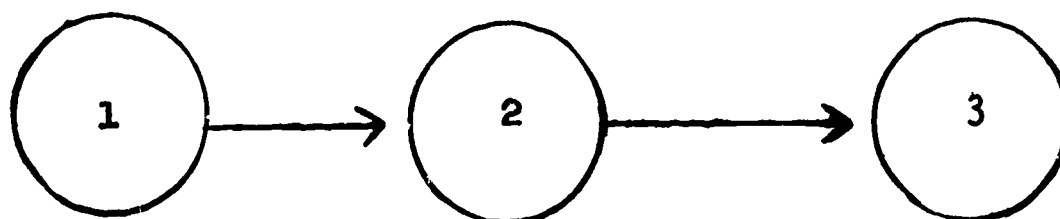
#### How Does it Work?

PERT is a network of events and activities. A network is the foundation of the PERT system. It is the plan established to reach project objectives. The network is a graphic representation of the project plan.

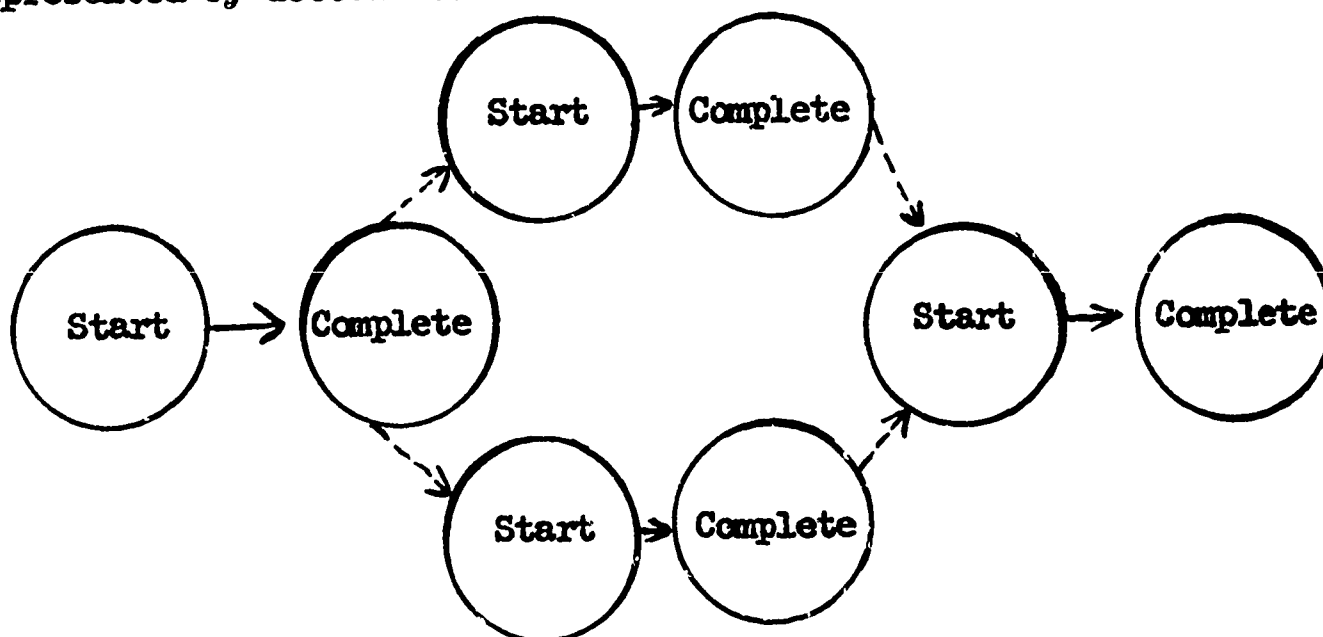
A network is composed of events and activities. Events represent the start or completion of an activity and do not consume time, personnel or resources. They are instantaneous points in time. Examples of events are examination completed, production started, instructions completed, seed planting completed.

An activity is the performance of a task. It does consume resources. It consists of the work processes leading from one event to another. When the resource is time, it is referred to as the activity time. Examples of activities are the actual producing of a product, the writing of instructions, the selecting of statistical techniques.

Events are represented by circles and activities by arrows:



Dummy activities, which do not consume time or resources, are represented by dotted arrows:



### How Do You Use PERT in Program Planning?

You usually begin with the final event. When you mark this event complete, you have described precisely what the situation is when the objective has been reached. Therefore, you began your planning by selecting an objective which could in fact be reached, could be described in precise terms, and could be measured.

The direction of the network is from left to right, as indicated by the arrows. But, it is useful to work backwards until you have virtually exhausted listing the events and activities. There is ample opportunity later to insert additional events in feasible locations. Actually, using the network for visual communications is one of its main values. When you begin to use the PERT technique you will notice that much time is saved in planning a program. Instead of asking "What is the problem?" you ask "What will people be doing when the objective has been reached?"

Activities are the actual performance of a task and, therefore, consume time. Probably the most critical factor is the time required to complete a task. Time estimates are based on a five-day week and the figures are written above the arrow. The most common practice is to show time units by the week and tenth of a week.

Generally three time estimates are expressed: Optimistic Time (O), Most Likely Time (M), and Pessimistic Time (P). In Extension planning, you seldom will find it necessary to use more than the following formula:

$$\frac{O + 4M + P}{6} = \text{activity time}$$

If we assume 6 weeks (O), 8 weeks (M), and 16 weeks (P) above, we find that:

$$\frac{6 + 32 + 16}{6} = 9 \text{ weeks to complete}$$

Let us assume that the time estimate of 9 weeks in the preceding example is required for alternative A. If there are two additional alternatives, a time estimate would be determined for each. Let us assume that the time estimate for alternative B is 11 weeks and the time estimate for alternative C is 8 weeks. In PERT language the critical path is that sequence of activities that takes the longest time to complete. The critical path is important since if it is delayed then the project as a whole is delayed.

#### What Values are Present in PERT for Program Planning?

Those individuals who will be responsible for meeting the program objectives are involved from the very beginning and contribute actively to the planning. As each event or each activity is added to the network, there is immediate visual and verbal communication. It is clear at every step of the way where the program is, what has been completed and what remains to be done.

Coupled with a proprietary interest engendered by initial and continuing contributions and teamwork results, each individual will recognize that he is engaged in intelligent, orderly planning.

Prepared by Einar R. Ryden, Professor, Department of Agricultural and Extension Education, University of Maryland.

## APPENDIX D

### NEWSPAPERS KEPT THE PUBLIC INFORMED

#### BEAUTIFICATION PROGRAM, MOUNT SAVAGE, MARYLAND

- 1/16/67. \$7,987 Grant Is Approved For Project.  
Cumberland Times. Project details identified.
- 3/16/67. ACC. Instructor Beautification Project.  
Cumberland News.
- 3/16/67. J. L. Post Will Head Beautification Project.  
Cumberland Evening Times.
- 3/30/67. Mt. Savage Beauty Plan Is Discussed. Cumberland  
Evening Times.
- 3/30/67. Start Project Tour. Cumberland Evening Times.
- 4/ 5/67. Beautification Workshop Set. Cumberland  
Evening Times.
- 4/25/67. Beautification of Mt. Savage Meeting Slated.  
Cumberland News. Organizational meeting  
announcement.
- 4/26/67. Area Beautification Workshop Planned. Cumberland  
Evening Times. Inventory announcement.
- 6/20/67. Mt. Savage Air Report On Project. Cumberland  
News.
- 7/15/67. Beautification Project Likely To Be Pushed.  
Cumberland News.
- 8/18/67. Mt. Savage Project Helpers. Cumberland Evening  
Times. Photo of children preparing sign to be  
installed at edge of town.
- 9/18/67. Mt. Savage Face-Lifting Report Due Thursday.  
Cumberland News. Refers to proposed program and  
public meeting.
- 9/20/67. Mt. Savage Due Report On Project. Cumberland  
Evening Times.
- 9/21/67. Mt. Savage To Get Report On Beautification.  
Cumberland News. Public presentation of proposed  
program.
- 9/22/67. Program Proposed For Beautification. Cumberland  
Evening Times.

- 9/27/67. Mt. Savage Beauty Plan Is Attacked. Cumberland News.
- 9/30/67. Mt. Savage Program Clarified. Cumberland Evening Times.
- 9/30/67. Mt. Savage Program Explained. Cumberland News.
- 10/4/67. Use of Funds On Mt. Savage Land Opposed. Cumberland Evening Times.
- 12/9/67. County Group Will Travel Planned Scenic Rail Route. Cumberland News.



## APPENDIX E

COOPERATIVE EXTENSION SERVICE  
COLLEGE OF AGRICULTURE UNIVERSITY OF MARYLAND

### CHECKLIST FOR PLANNING A MEETING

The success of a meeting often depends on the planning that takes place before anyone enters the meeting hall. Yet, because our society is so meeting-oriented, many of us fail to follow any standard procedure in arranging for meetings.

Is a standard procedure helpful?

The professionals think it is. Hotel and convention managers follow a standard procedure in making arrangements for any type of meeting; even though they have planned hundreds before, they always use a checklist to make sure they overlook nothing. If these professionals find a checklist helpful, perhaps you will too.

You may wish to add to this checklist, or you may want to make one of your own, but here are a few items you will want to include.

#### DECIDING TO HAVE A MEETING

- \_\_\_\_\_ 1. Do you have a specific purpose?
- \_\_\_\_\_ 2. Is a meeting the best way of accomplishing this purpose?

#### CHOOSING THE KIND OF MEETING

- \_\_\_\_\_ 1. Have you decided what type of meeting will serve best?
  - \_\_\_\_\_ a. Informational
  - \_\_\_\_\_ b. Business
  - \_\_\_\_\_ c. Social
  - \_\_\_\_\_ d. Combination

#### DETERMINING THE DATE

- \_\_\_\_\_ 1. How much time will be needed to arrange the meeting?
- \_\_\_\_\_ 2. What other scheduled events might conflict with this meeting?
- \_\_\_\_\_ 3. What events or seasonal celebrations might contribute?
- \_\_\_\_\_ 4. Do you have a definite meeting room confirmation?
  - \_\_\_\_\_ a. Date and time
  - \_\_\_\_\_ b. Charges
  - \_\_\_\_\_ c. Custodial services (Who has the key?)
  - \_\_\_\_\_ d. Other services to be rendered by the hall manager



## CONTACTING SPEAKER(S)

- \_\_\_\_\_ 1. Have all speakers been contacted?
  - \_\_\_\_\_ a. Exact assignments (including time allocations)
  - \_\_\_\_\_ b. Date, place and time
  - \_\_\_\_\_ c. Other features on the program (meal or not)
  - \_\_\_\_\_ d. Charges or expenses involved
  - \_\_\_\_\_ e. Your need for biographical sketch (for the introduction)
- \_\_\_\_\_ 2. Have you checked back for confirmation from all speakers?

## PREPARING THE PROGRAM

- \_\_\_\_\_ 1. Will there be a printed program?
- \_\_\_\_\_ 2. Has someone been named to prepare it?
- \_\_\_\_\_ 3. Has distribution been planned?
- \_\_\_\_\_ 4. Have copies been mailed to program participants?

## PUBLICITY

- \_\_\_\_\_ 1. Has the meeting been adequately publicized?
  - \_\_\_\_\_ a. Personal contact
  - \_\_\_\_\_ b. Press, radio or television
  - \_\_\_\_\_ c. Newsletter
- \_\_\_\_\_ 2. Have special invitations been issued?
  - \_\_\_\_\_ a. To heads of organizations with related interests
  - \_\_\_\_\_ b. To civic leaders with special interests in related matters
  - \_\_\_\_\_ c. To representatives of other agencies

## PUBLIC RELATIONS

- \_\_\_\_\_ 1. Have adequate provisions been made to have a specific person meet, welcome and assist each one?
  - \_\_\_\_\_ a. Speaker and special guest
  - \_\_\_\_\_ b. Press, radio or television representative
- \_\_\_\_\_ 2. Have arrangements been made for out-of-town guests?
  - \_\_\_\_\_ a. Lodging and meals
  - \_\_\_\_\_ b. Local travel

## PHYSICAL ARRANGEMENTS

- \_\_\_\_\_ 1. Have adequate and appropriate seating arrangements been made?
  - \_\_\_\_\_ a. For audience
  - \_\_\_\_\_ b. For special guests
  - \_\_\_\_\_ c. For speaker and other "honor" guests
- \_\_\_\_\_ 2. Have these guests been notified of their special seating arrangements?
- \_\_\_\_\_ 3. Has adequate provision been made?
  - \_\_\_\_\_ a. Heating, cooling or ventilation
  - \_\_\_\_\_ b. Public address system
  - \_\_\_\_\_ c. Projector and operator

- \_\_\_\_\_ d. Lighting and electrical outlets
- \_\_\_\_\_ e. Place to hang wraps
- \_\_\_\_\_ f. Blackboard
- \_\_\_\_\_ g. Window blinds
- \_\_\_\_\_ h. Easels
- \_\_\_\_\_ i. Table(s)
- \_\_\_\_\_ j. Piano
- \_\_\_\_\_ k. Other

- \_\_\_\_\_ 4. Have you checked to make sure the following are in working order?
- \_\_\_\_\_ a. Electrical outlets
  - \_\_\_\_\_ b. Microphones and speakers
  - \_\_\_\_\_ c. Projectors

#### FOLLOWING THE SCHEDULE

- \_\_\_\_\_ 1. Has adequate time been allocated?
- \_\_\_\_\_ a. Gathering and "settling in"
  - \_\_\_\_\_ b. Introductions
  - \_\_\_\_\_ c. Each speaker or feature scheduled
  - \_\_\_\_\_ d. Discussion
  - \_\_\_\_\_ e. Making group decisions
  - \_\_\_\_\_ f. Coffee or refreshment breaks
- \_\_\_\_\_ 2. Has each participant been notified of time allocated for
- \_\_\_\_\_ a. Opening the meeting?
  - \_\_\_\_\_ b. Closing the meeting?
  - \_\_\_\_\_ c. Introductory comments?
  - \_\_\_\_\_ d. Each feature of program?

#### AFTER THE MEETING

- \_\_\_\_\_ 1. Has a specific person been designated to prepare letters of thanks to speakers and participants?
- \_\_\_\_\_ 2. Have matters of public interest presented at the meeting been publicized?

APPENDIX F

REQUEST FORM FOR

NATURAL RESOURCE DATA

114/115

# ALLEGANY SOIL CONSERVATION DISTRICT

CUMBERLAND, MARYLAND 21502

## Board of Supervisors

WILBERT R. PAUL, Chairman  
THEODORE STEGMAIER, Vice Chairman  
FLOYD BUSER, Treasurer  
MARSHALL PORTER  
RICHARD G. COVER



GEORGE E. ALLEN, Secretary  
Court House, Cumberland, Maryland

RICHARD P. BENNETT, Work Unit Conservationist  
Post Office Building, Cumberland, Maryland

County ( ) \_\_\_\_\_

Watershed ( ) \_\_\_\_\_

Municipality ( ) \_\_\_\_\_

Other ( ) \_\_\_\_\_

## CONSERVATION AGREEMENT

Between

ALLEGANY SOIL CONSERVATION DISTRICT

and

Name of Governmental Unit

We are interested in the development and proper utilization of the natural resources of our \_\_\_\_\_. To assist in accomplishing our aims we are interested in maps and interpretative information as indicated on the reverse side of this Agreement.

We will cooperate with the Board of Supervisors of the soil conservation district in the development and application of resource information in accordance with our needs and objectives.

We, the supervisors of the soil conservation district, will furnish assistance in helping to develop and implement the resource conservation information and to establish the needed measures called for in accordance with our resources and operating policies at the time the work is to be done.

This agreement will remain in effect until terminated in writing by either party. The signing of this agreement on behalf of the \_\_\_\_\_ was authorized at a meeting held on the \_\_\_\_ day of \_\_\_\_\_, 196\_\_.

\_\_\_\_\_  
Secretary, \_\_\_\_\_

ALLEGANY Soil Conservation District

By: \_\_\_\_\_  
Chairman

Date: \_\_\_\_\_

116/117

Please indicate the following in which you are interested:

- ( ) 1. Soil survey field sheets. (For large areas where there is no published soil survey report these will be supplied, as available, at cost.)
2. Soil interpretations:
- ( ) a. On-site sewage disposal fields
  - ( ) b. Building sites, foundations, and basements
  - ( ) c. Roads and parking areas
  - ( ) d. Lawns, landscaping, and golf fairways
  - ( ) e. Sanitary land fills
  - ( ) f. Sewage lagoons
  - ( ) g. Cemeteries
  - ( ) h. Athletic fields
  - ( ) i. Paths and trails
  - ( ) j. Play and picnic areas
  - ( ) k. Camp sites
  - ( ) l. Soil suitability for agriculture and woodland
- ( ) 3. Water resource inventory.
4. Other information desired: ( ) ( ) ( )

It is expected that those requesting this assistance will:

1. Use the information provided in developing comprehensive plans for the area involved.
2. Provide resources, financial and other, in making this information available to the public.
3. Give assisting agencies an opportunity to review maps and other materials supplied, before they are published, to assure they are technically correct and that the respective agencies are given proper credit.
4. Use the information where applicable to encourage landowners within the area to become district cooperators and to develop and apply conservation plans on their land.

\_\_\_\_\_  
Designated representative  
with whom to work

\_\_\_\_\_  
Address

\_\_\_\_\_  
Total land area - acres

Please present this agreement at a regular monthly meeting of the soil and water conservation district.

The district board meets on \_\_\_\_\_  
Date Time Place



APPENDIX G

PROPOSED BEAUTIFICATION PROGRAM FOR MOUNT SAVAGE, MARYLAND

Beautification Program  
for  
Small Communities in Maryland

PROPOSED BEAUTIFICATION PROGRAM  
FOR  
MOUNT SAVAGE, MARYLAND

September 1967

PROJECT NO. 67-014-005  
A COMMUNITY SERVICE AND CONTINUING  
EDUCATION PROGRAM  
UNDER TITLE I, HIGHER EDUCATION ACT  
OF 1965

The Cooperative Extension Service  
University of Maryland

United States Department of Agriculture Cooperating

September 1967

RE: The Mount Savage Beautification Committee

TO: The citizens of Mount Savage

The Mount Savage Beautification Committee is pleased to submit to you for your comments and recommendations this proposed program for the improvement of our community. This "Proposed Beautification Program for Mount Savage, Maryland" is the first major result of the combined efforts of this committee and the numerous resource people that have assisted us during these months of planning.

It is our hope that you will carefully review this important program and submit your comments to this committee. If you will do this as individuals or organizations by December 1, 1967, we can consider them in the final preparation of the "Beautification Program." To help you in your review, we have arranged for a public meeting during the month of September and will be pleased to arrange a presentation of the program for your organization or club.

We invite your cooperation and assistance in realizing the goals of this program. If you concur in the objectives of this program, then our work is only beginning.

May I personally thank all of you that have assisted in this preliminary phase; and my special thanks go to those cooperating agencies that have helped make this possible.

Sincerely,

Mrs. Charles Carney  
Chairman

sl

120/121

## MOUNT SAVAGE BEAUTIFICATION COMMITTEE

Mrs. Charles Carney, Chairman  
Mr. Joseph Carter, Vice-Chairman  
Mrs. Mary Deffenbaugh, Secretary

### SUBCOMMITTEES

#### Historical Research

Mrs. Karen Lancaster,  
Chairman  
Virginia Trimble  
Charles Carney  
Edna Church  
Mary Deffenbaugh  
Beulah Miller  
Elva Lashley

#### Human Resources

Mrs. Catherine Growden,  
Chairman

#### Industrial Areas

Mr. Harry Poland, Chairman  
Edward Farrell

#### Commercial Areas

Mr. Jack Nickel, Chairman  
Rita Malloy  
Robert Mulligan

#### Residential Areas

Mrs. Mary Logsdon, Chairman  
Elaine Miller  
Mary Thorig  
LeEsta Martin  
Mary Dickel  
Clare D'Amico  
Yolanda Hutzell

#### Highways, Streets, and Alleys

Mr. Phillip D'Amico, Chairman  
James Thorig  
Joseph Frankenberg  
Eugene Miller

#### Natural Resources and Open Spaces

Mr. James Robison, Chairman  
Arthur Neder  
Reford McKenzie  
James Williams  
Mr. and Mrs. Theodore Thorig  
Maxwell Church

#### Public Facilities and Utilities

Mr. Colin Bowers, Chairman  
Father John Mackey

#### Publicity

Mr. George Shaffer, Chairman  
George Koontz  
Betty Koontz

#### Recreation

Mr. Harry Brannon, Chairman  
Jack Williams  
George Shaffer  
Marguerite Lashley

## TECHNICAL ASSISTANCE

### Planning Committee

Dr. Einar R. Ryden, Project Coordinator, University of Maryland  
Mr. Jerry L. Post, Project Leader, Allegany Community College  
Mr. George E. Allen, Area Resource Agent, University of Maryland  
Mr. Kent Fuller, Conservation Education Specialist, University of Maryland  
Mr. Richard Bennett, Unit Conservationist, Soil Conservation Service  
Mr. Dennis Miller, Community Development, Potomac Edison

### Support from Following Agencies

Allegany Community College  
Allegany County  
    Board of County Commissioners  
    Planning and Zoning Commission  
    Roads Department  
    Sanitary Commission  
    School Board  
    Welfare Department  
Frostburg State College  
Maryland Department of Forests and Parks  
Maryland State Roads Commission  
Neighborhood Youth Corps  
University of Maryland  
    Cooperative Extension Service  
    University College  
    Agricultural Economics  
    Agricultural Engineering  
    Agronomy  
    Horticulture  
    Information and Publications

## LIST OF EXHIBITS<sup>\*</sup>

- Exhibit No. 1 - Street map of Mount Savage, Maryland
- Exhibit No. 2 - Program Location Map
- Exhibit No. 3 - Central Area Plan
- Exhibit No. 4 - Mount Savage Park Development Plan
- Exhibit No. 5 - Historical Sites
- Exhibit No. 6 - Sketch of Cobblestone Street
- Exhibit No. 7 - Sketch of Restored Store-front
- Exhibit No. 8 - Sketch of Restored Wall on Route 36
- Exhibit No. 9 - Five-Year Program

<sup>\*</sup> These exhibits are not included in this report but will be available for examination at various meetings and places announced by the Beautification Committee.



PROPOSED  
BEAUTIFICATION PROGRAM  
FOR  
MOUNT SAVAGE, MARYLAND

I. Introduction

This beautification program had its beginnings with the Mount Savage Citizens Committee which was organized to solve some pressing community problems. After a successful effort to initiate action on a sewerage system, the committee explored other community needs with the assistance of the Cooperative Extension Service of the University of Maryland. This exploration identified the need and interest in a community beautification program for the Mount Savage area.

A chairman was appointed to organize the Mount Savage Beautification Committee and the Cooperative Extension Service was asked to assist in developing a program. Guidelines and informational materials designed to help small communities develop meaningful programs were lacking. Therefore, progress was slow until March of this year when the Cooperative Extension Service obtained funds under Title I of the Higher Education Act of 1965. These funds were to be used to prepare a handbook to assist small communities in Maryland in developing beautification programs.

The Mount Savage Beautification Committee agreed to work with the Cooperative Extension Service in testing and demonstrating the effectiveness of such a handbook. As a result, Mount Savage has been the recipient of a tremendous amount of technical assistance and some limited monies for leadership direction, informational materials, and demonstrations. Over thirty technicians and specialists from the agencies listed in the front of this report from time to time have assisted the Mount Savage Beautification Committee in developing this program. A project leader has been made available to give direct assistance to the Committee and special materials such as a street map, brochures, and illustrations have been prepared. Also, special development plans are to be prepared for the recreation area and demonstration planting material will be provided for a small public park area.

This proposed program is the culmination of six months of intensive effort by the members of the Beautification Committee, interested citizens of Mount Savage, and the numerous resource persons from the cooperating agencies.

The program is a blueprint for the beginning of a meaningful effort by the citizens of Mount Savage to bring about improvements for this community.

## II. Community Goal and Objectives

The ultimate goal for the citizens of Mount Savage or, for that matter, any community in America is to strive for a better place to live, work, and pursue happiness. This effort must be a continuing one accomplished through a series of objectives covering several phases of community life and activity. The following objectives may at first glance appear unrelated to beautification but if they are examined in total perspective, it becomes apparent that community improvements lead to community beautification and vice versa. With this realization, the Beautification Committee is recommending objectives which may include but go beyond the planting of flowers and the painting of a building.

### Parks and Recreation

To provide park and recreation facilities and programs for the citizens of Mount Savage offering a wide range of activities for both children and adults.

### Traffic and Parking

To alleviate traffic congestion in the business and residential areas by providing off-street parking.

### History and Tourism

To take advantage of the rich history of the area through the development of historical tours and to make future generations aware of their historical heritage.

### Business District

To increase the economic opportunities of local business through improved physical appearance and convenience.

### Residential Areas

To improve the general appearance of residential areas through a systematic improvement program for individual homeowners.

### Industrial Areas

To improve the visual appearance of industrial areas through the improvement of grounds, screening, and building maintenance.

### Streets, Highways and Alleys

To cooperate with the road and highway authorities in cleaning up, maintaining and improving all rights-of-way in the community and to provide names, numbers and improved lighting for all streets.

### Utilities

To provide better utilities and services throughout the community.

### Natural Areas and Open Spaces

To improve the appearance of open fields, wooded areas, stream banks and vacant lots through individual and cooperative efforts.

### Human Resources

To maintain a list of individuals and organizations including their skills and interests who are willing to help in a continuing beautification program.

### Public Information and Involvement

To keep the public continually informed on the activities and progress of the beautification program and to conduct perennial community wide campaigns to improve community appearance.

## III. The Program

### A. Approach

The Committee, with the assistance of the cooperating agencies, developed this program along comprehensive and systematic lines. The major aspects of community life and environment affecting community beautification were identified. These aspects served as the basis for a progressive step-by-step development of the program. These steps are described as follows:

#### Organization and Training

The Beautification Committee was organized into the various subcommittees identified in the beginning of this report. Subcommittee chairmen were appointed who then acquired additional people to serve with them. The Beautification Committee Chairman, Vice-chairmen, Secretary, and Subcommittee Chairmen served as the basic community coordinating body to work with the project leader. The entire membership received instructions from resource personnel

on the purpose and scope of the project and the role of the subcommittees and resource persons.

### Inventory of Needs

Each subcommittee received personal instructions from resource personnel on the why's and how's of inventorying their particular subject. The committees were provided written and graphic materials which they used to develop their individual reporting procedures. The actual surveys were conducted during this step.

### Compilation of Data

Each subcommittee was instructed on how to formally compile the data they had accumulated in their inventories. Written instructions which were provided to the subcommittee by resource personnel were used in compiling this information.

### Analysis of Data

A joint session was held by the committee and resource personnel to evaluate, analyze and interpret the collected data. Guidelines were established to give proper weight and inter-relationship to the data.

### Preparation of Program

The objectives of the program were based on the analysis of the data conducted in the above step. The Technical Planning Committee listed at the beginning of this report prepared a draft of the program for review by the coordinating body of the Beautification Committee. This review resulted in a recommendation to submit the program to the citizens of Mount Savage for their comments.

### Public Hearings and Discussions

The program is to be presented initially to the people of Mount Savage at a public hearing at which time the basic recommendations will be presented for comment. Subsequent presentations and discussions can be conducted for clubs, organizations, local officials or informal groups. The comments elicited in these meetings will be considered in the preparation and adoption of the final program.

## B. Program Description and Recommendations

Maps have been used to depict many of the recommendations described below. A street map prepared with



funds made available to this project through the Cooperative Extension Service has been used as the basic reference for the program area. This map with street names and area designations is shown in Exhibit No. 1. It has been used in the inventory of data and to locate many of the recommended programs in the community (See Exhibit No. 2). Similar exhibits are specifically referred to in the following descriptions.\*

Site plans have been used to portray detailed recommendations in the central area of town. Exhibit No. 3 illustrates the possibilities for developing and improving the area generally south of Jennings Run to the rear of the business area. The Community Development Office of Potomac Edison assisted the Committee in preparing this plan. A site development plan for the Mount Savage Park located on the Central Area Plan is shown in Exhibit No. 4. This was prepared by the Horticulture Department of the University of Maryland.

Sketches showing how many of these recommendations might look after completion are now under preparation. As others are completed they will be shown to the public at the various informational meetings. Funds provided for this project made these sketches possible.

Program Action Plans will be prepared for the priority projects to be undertaken the first year of the five year program. The projects will be determined by the Beautification Committee after comments have been received from the general public. The Technical Planning Committee will then assist the Beautification Committee in preparing these action plans.

\* These exhibits are not included in this report but were made available for examination at various meetings and places announced by the Beautification Committee.



## PARKS AND RECREATION

Objective: To provide park and recreation programs for the citizens of Mount Savage offering a wide range of activities for both children and adults. The park and recreation facilities should be initiated through the Beautification Program since they play a prominent role in total community appearance. The measures of success for this objective will be the following: (1) the initiation of recreational programs for all ages; (2) the adoption of a year-round recreational program; (3) the development or improvement of park and recreation areas.

Description of existing condition: The Subcommittee on Parks and Recreation conducted a sample survey of Mount Savage residents for the purpose of determining the recreation interests of the community. The results of this survey showed high interest in the following (in order of highest interest):

- |             |                        |
|-------------|------------------------|
| 1. Swimming | 4. Basketball          |
| 2. Bowling  | 5. Sewing and knitting |
| 3. Baseball | 6. Card games          |

The present facilities in Mount Savage accommodate essentially one sport -- baseball; but these facilities need improving. The indoor activities are loosely, or not at all, organized. The development of organized groups or clubs for card games, sewing, knitting, table tennis, shuffle board, and many others should be considered as high priority activities in carrying out this objective. The facilities of the churches and school and community buildings might be made available for these activities. The rising trend in saddle horse ownership should be considered in the development of facilities.

Recommendations: Priority should be given to a park and recreation development plan. The initiation of such a plan might best be handled through the Beautification Committee but done in close collaboration with the Citizens Committee of the Special Tax Area, the Volunteer Firemen and other organizations concerned about these needs. A year-round recreational program should be considered a major part of this plan.

This Beautification Program provides two immediate opportunities for initiating such a plan. The Mount Savage Park as shown in Exhibits No. 3 and No. 4 can be started immediately. Funds are available through the Cooperative Extension Service to provide the landscaping for this park since it is to be a demonstration project

for the Beautification Handbook. Preliminary arrangements have been made to get the manpower necessary to do this work.

Another item that can move ahead is the proposal for improving the Little League Ball Field area as shown in Exhibit No. 3. Funds are available through the Cooperative Extension Service to prepare a site development plan for this area if tentative approval can be obtained from the Western Maryland Railroad. The actual construction of these improvements including the up-grading of the ball field and the construction of a horse show ring might be financed under the Land and Water Conservation Act of 1965. The Board of County Commissioners and the State Department of Forests and Parks would have to approve the project.

Projects and activities to meet the above object are as follows (P = Parks):

- P-1. Year-round recreation program
- P-2. Mount Savage park (See Exhibit No. 4)
- P-3. Multi-purpose recreation area  
(See Exhibit No. 3)
- P-4. Mount Savage Historical Park proposed by  
the State Department of Forests and Parks
- P-5. Picnic areas
- P-6. Bridle paths and nature trails
- P-7. Commercial recreation facilities
- P-8. Development of a country club

## TRAFFIC AND PARKING

Objective: To alleviate traffic congestion in the business and residential areas by providing off-street parking. The achievement of this objective is a key factor in improving the appearance of the community, especially the business area.

Description of existing conditions: Main Street traffic and parking conditions create hazards to both motorist and pedestrian. Two cars approaching from opposite directions cannot use any portion of the street through the Business District at the same time because of the narrowness of the road. Pedestrians must walk on the side of the street because of the lack of sidewalks. Parking spaces, other than on the North side of Main Street, are extremely limited. On-street parking on the narrow residential streets poses similar problems.

Recommendations: The development of a public parking lot for the business area, as posed in Exhibit No. 3, would do much to achieve this objective. Easy walking access to this lot via the proposed foot bridge and walkways would encourage the use of this facility. Other public parking areas associated with the churches, industry, etc. could improve through better surfacing and judicious landscaping. A partial solution to residential parking problems can be met through improved streets as suggested by the County sub-division regulations. Reasonable traffic controls and circulation patterns can follow the development of off-street parking lots.

Recommended projects shown on Exhibits No. 2 and No. 3 are as follows (T = Traffic):

- T-1. Business area parking lot
- T-2. Footbridge and walkway
- T-3. Recreation area parking lot
- T-4. Improvement of existing lots

## HISTORY AND TOURISM

**Objective:** To take advantage of the rich history of the area through the development of historical tours and to make future generations aware of their historical heritage. The Beautification Program is using the historic aspects of railroading as the theme for this effort. The "Mount Savage" locomotive has been used on several publications of this project.

**Description of existing conditions:** The Historical Research Subcommittee conducted a search of records and talked to local citizens about historical facts concerning Mount Savage. One historical paper has been reproduced for distribution and others are being prepared. Historical sites, landmarks or areas tentatively confirmed in this research are shown in Exhibit No. 5. These sites were visited in the field. As a result of this survey, it was determined that all but one site were unmarked and the area usually unkempt. The structure purported to be Cardinal Mooney's birthplace is in disrepair.

**Recommendations:** It is urged that the community of Mount Savage make greater use of the historic significance of this area. One priority would be to identify important sites or landmarks with historical markers. Historical tours could then be planned with guide books, tour maps, etc. Some other promising activities could be the establishment of a scenic railroad train to run from Cumberland to Mount Savage. The restoration of Cardinal Mooney's birthplace might be considered. This total program could benefit from a cooperative relationship with "Operation Gateway," the tourism program being developed for this entire area.

The recommended activities and projects are as follows (H = History):

- H-1. Historical marker program
- H-2. Historical tour
- H-3. Historical publications
- H-4. Railroad museum
- H-5. Scenic train
- H-6. Restoration of Cardinal Mooney's birthplace



## BUSINESS DISTRICT

Objective: To increase the economic opportunities of local business through improved physical appearance and convenience.

Description of existing condition: The buildings in the business district are generally lacking in maintenance. These buildings have a definite English architecture motif which can be successfully restored through a "clean-up, fix-up, paint-up" campaign. The Main Street businesses are supported by Mount Savage citizens. However, the majority of these citizens do their shopping elsewhere. The improved appearance of the buildings plus better parking facilities will help to raise the incentive to shop in the community.

Recommendations: The most typical of English architecture is the building which curves with street (market, vacant store). When renovated, it would set the basic motif for the remaining buildings. A possibility for reconditioning this building is to divide it into several sections. Each section would then be renovated separately according to the planned schedule. A demonstration project showing what a simple facelifting could do might be given priority. The recommendations in the section on Traffic and Parking to make this area more convenient for shopping are integral parts of this objective. The cobblestone street should be considered as key element in the continental atmosphere of the business area. This could be preserved and developed as shown in Exhibit No. 6. The development of tourism could be an important factor in improving the economic opportunities for business. Existing business could be helped and opportunities for specialty stores could open up. For example, antique shops, gift shops, model train stores and craft shops could result.

In addition to recommendations in other sections related to the business area, the following are suggested:

- B-1. Demonstration project for restoring a store front (See Exhibit No. 7)
- B-2. Development of cobblestone street
- B-3. General restoration project
- B-4. Walkways to parking areas (See Exhibit No. 3)



## RESIDENTIAL AREAS

Objective: To improve the general appearance of the residential areas through a systematic education and improvement program for individual homeowners.

Description of existing condition: According to the survey of the residential areas, the majority of the houses are in fair condition which means they need minor repairs or painting. The landscaping in these same areas was also rated as fair. More improvement is possible here than in the houses. Lawn care is another area that needs improvement.

Recommendations: Common goals for the best possible appearance of each house and landscaping should be as follows: (1) an objective survey by each homeowner of their property; (2) a personal plan of action made by the homeowner according to financial and time allotments for the planned improvements; (3) a continuing effort to apply and fulfill the plan; (4) special emphasis placed upon yearly inspection and maintenance of the house (paint and repair).

The Beautification Committee can assist the homeowners in this effort by arranging for clinics and by organizing group efforts, possibly by neighborhoods, as shown in Exhibit No. 1. The proposed park (Exhibit No. 4) can serve as a demonstration area for lawn and shrubs.

Projects and activities recommended are as follows:

- R-1. Soil testing program for lawns
- R-2. Home improvement clinics
- R-3. Home landscaping classes
- R-4. Lawn clinics
- R-5. Flower culture and ornamental shrub demonstrations

## INDUSTRIAL AREAS

**Objective:** To improve the visual appearance of industrial areas through the improvement of grounds, screening and building maintenance. Those views seen by the traveling public are of prime importance.

**Description of existing condition:** The two local industries, the railroad and the brickyard, have an attraction for the traveling public even though some aspects are inherently or otherwise unattractive. Where else can an interested visitor conveniently see a bee-hive oven in operation? However, there are other aspects of these industrial areas that need cleaning up and selective screening. Also some of the buildings could be improved. One problem particularly noticeable is weeds on the yards and rights-of-way.

**Recommendations:** The Beautification Committee would like to work out a positive program with local industries to meet this objective. As the historic interests are developed and tourism results, this improvement could be an advertising asset to existing and possibly new industry. The improved recreation area and the town park are related to this activity. Even though physical appearance has not been of primary concern to the management, it may be pointed out that improvements of this nature could well have a direct bearing on the attitudes of the employees. Improved visual appearance of the surroundings could produce a higher quality of work. Screening of any unattractive views of the industry from public vantage points which blend into the surrounding foliage would make a contribution to the total community appearance.

Projects and activities are recommended as follows:

- I-1. Selective natural screening
- I-2. Yard maintenance
- I-3. Improved parking areas (See recommendations on traffic and parking)
- I-4. Participation in community-wide clean-up, fix-up, paint-up program

## STREETS, HIGHWAYS AND ALLEYS

**Objective:** To cooperate with the road and highway authorities in cleaning up, maintaining and improving all rights-of-way in the community and to provide names, numbers, and improved lighting for all streets.

**Description of existing condition:** A survey of the streets revealed that most of them were below minimum desirable standards for safety, convenience and appearance. However, the general appearance of the rights-of-way was fair.

**Recommendations:** It is suggested that a street improvement schedule be worked out with local road authorities. However, it is recognized that major improvement in standards of the street system must be coordinated with the expected installation of sewer and water lines. There are some improvements that can be planned at this time. The installation of street signs and the development of a street number system could begin in the near future. This is much needed, especially if the community is interested in home mail deliveries. Also, a street lighting plan might be prepared so that installation could coincide with future street improvement projects. A project which is already in the planning stage is the repair of the wall abutting Route 36 below the bus garage. (See Exhibit No. 8.) This is to be a demonstration project under the Neighborhood Youth Corps. The State Roads Commission will furnish the materials and they can provide the supervision. Also, neighborhood youth will be available to clean up street rights-of-way.

Projects and activities recommended are as follows:

- S-1. Wall repair as a demonstration project
- S-2. Street name and numbering plan
- S-3. Street lighting plan
- S-4. Possible demonstration of standard cross-section design on Railroad Street at Town Park
- S-5. Right-of-way clean-up program

## UTILITIES

Objective: To provide better utilities and services throughout the community.

Description of existing condition: The supply of water is represented by individual company sources, not one central company. Trash disposal is in the form of one pick-up service and a community dump where anyone may dispose of his trash for a fee. The pick-up service is used by less than half of the community residents. Engineering plans for a central sewerage system are being prepared by the Sanitary Commission.

Recommendations: Two major concerns remain since the sanitary sewerage problem is being taken care of. These are a central water supply and an improved garbage collection and disposal system. All of these are of utmost importance to community development and appearance.

As a result of the survey and analysis by the Natural Resources Committee a central source of public water supply appears possible. Additional studies are under way by this committee to determine the feasibility of a central water supply system and to explore means for developing a system.

The committee recommends that a concentrated effort be made to enable every home and business to participate in a trash and garbage collection service. The committee also recommends that dumping regulations be enforced to prohibit illegal dumping in Jennings Run and elsewhere in the community. It is recommended that all trash and garbage be disposed of in the new sanitary land fill near Eckhart.

Projects and activities recommended are as follows:

- U-1. Preparation of water systems plan
- U-2. Community-wide garbage and trash collection system
- U-3. Discontinue local dumps and unauthorized dumping



## NATURAL AREAS AND OPEN SPACE

Objective: To improve the appearance of open fields, wooded areas, stream banks and vacant lots through individual and cooperative efforts.

Description of existing condition: The survey revealed that most vacant areas in the community were weed covered and had trash and debris on them. Abandoned car bodies were on some of the lots. Stream banks were overgrown, and trash and junk littered the stream. Wooded areas had unsightly undergrowth and fallen trees.

Recommendations: It is recommended that a community-wide campaign be conducted to clean up vacant lots in the community. The committee is prepared to conduct such an effort as a part of a clean-up, fix-up, paint-up program. (CU-FU-PU) Local citizens must be involved, but additional help will be sought from the Neighborhood Youth Corps and the Work Experience Program. A special effort is needed to dispose of junk cars, and the committee is prepared to cooperate with local operators to accomplish this. Technical assistance will be sought from the Soil Conservation Service and the State Department of Forests and Parks in stream improvement and forest management. Cost-sharing programs from the ASCS Office may be available for local landowners cooperating in this effort.

Recommendations are as follows:

- N-1. CU-FU-PU annual campaign
- N-2. Woodland management
- N-3. Stream improvement project
- N-4. ASCS beautification cost-share practices
- N-5. Demonstration for the removal and disposal of junked cars



## HUMAN RESOURCES

Objectives: To maintain a list of individuals and organizations (including their skills and interests) who are willing to help in a continuing beautification program.

Description of existing condition: There are varied vocations and avocations of the community citizens. These include carpenters, plumbers, electricians, painters, businessmen, truck drivers, and many others which may be useful to beautification projects. The Human Resources Committee is maintaining an information file of volunteers and possible cooperative clubs.

Recommendations: This important effort should be continued. All citizens should be encouraged to volunteer their services. Special efforts should be made to encourage children and young people in this endeavor. Each organization and club will be approached on what they might do as an organization in fulfilling the objectives of this program. Projects or practices can be designed to meet the specific capabilities and objectives of any organization desiring to participate.

## PUBLIC INFORMATION AND INVOLVEMENT

Objective: To keep the public continually informed on the activities and progress of the Beautification Program and to conduct community-wide campaigns to improve community appearance.

Recommendations: The Beautification Committee will develop yearly campaigns effective throughout the community. Public meetings, notices, and publications will be prepared to inform the citizens of each impending campaign. These campaigns should include specific projects for the various community organizations such as picking up street litter, weeding vacant lots and roadsides. The CU-FU-PU Campaign is recommended as one of the major focal points.

### C. Five-Year Program

This beautification program for Mount Savage will be developed as an intensive five-year effort. Some major objectives will have begun to be met during this period but other projects and activities should continue indefinitely. A schedule will be established based on the comments of individuals and organizations reviewing this program. It will be designed according to Exhibit No. 9.

### D. Implementation

Recommendations on implementation of this program will be published later as a separate item.

## APPENDIX H

### DEMONSTRATION PROJECTS

The demonstration projects described and illustrated in the appendix are designed to serve as a tool for continuing education in small communities in Maryland. They were used effectively in Mount Savage, Maryland, the test area.

Two demonstration techniques were used. The first of these involved the use of photographs of existing conditions and an artist's renderings showing how appearance and utility might be improved. The local citizens were then able to visualize the results of beautification projects. The second technique was an extension of the first in that it was initiated to achieve the artist's concept and was effective in involving local persons and organizations. While these demonstrations were undertaken during the testing of the handbook, time did not permit their completion. As they are completed, results will be photographically documented.

Demonstration projects of both types are recommended. However, they should be carefully selected on the basis of feasibility. In the case of physical improvements projects, they should be selected on the basis of location since the best demonstrations are those which are observed by the local citizens as they go about their daily routines.

Each demonstration project developed in the test area is introduced by a brief description followed by a series of illustrations.

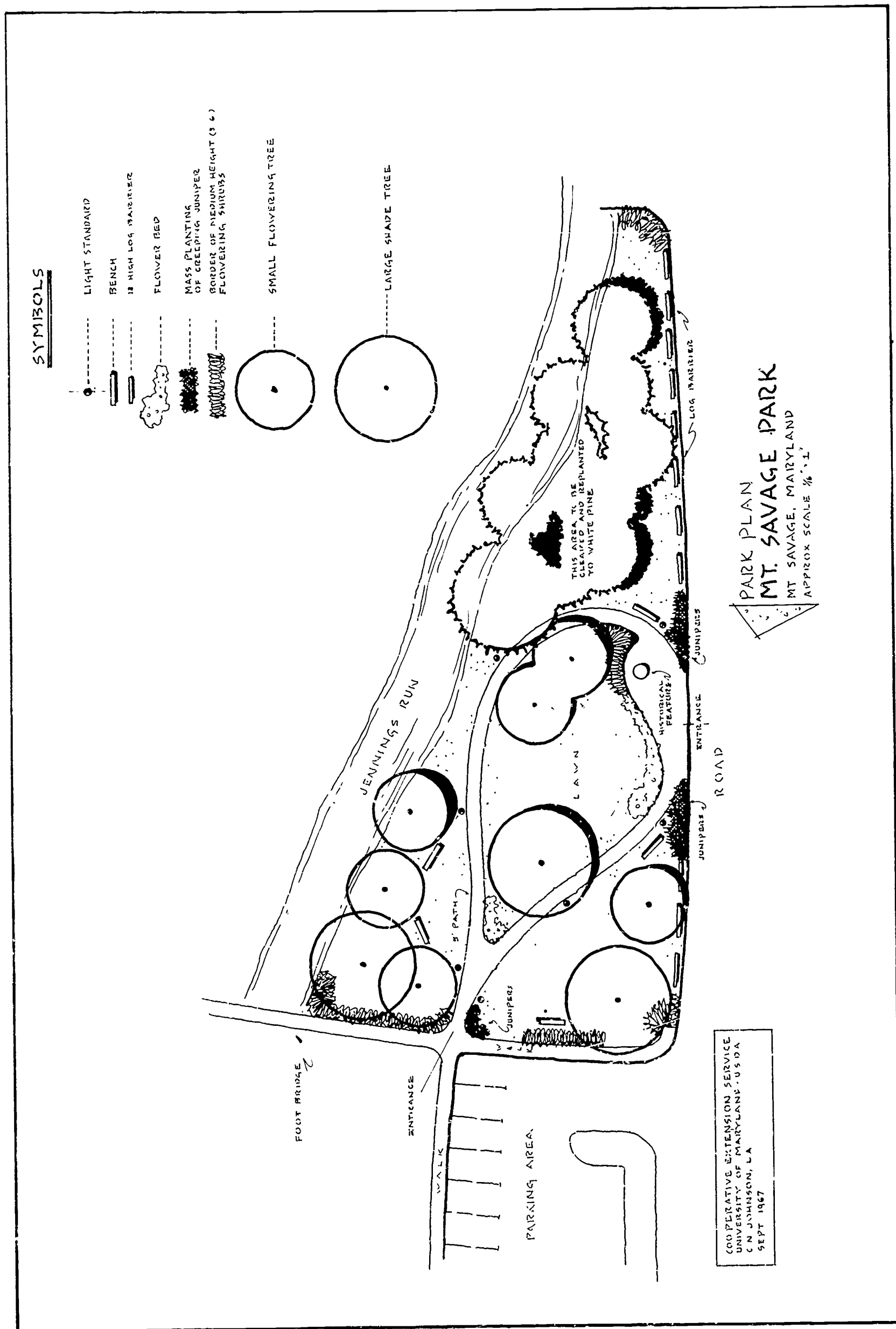
## TOWN PARK DEVELOPMENT

The beautification program for Mount Savage identified a small triangular piece of ground near the business area as a possible town park. This was selected as a demonstration project with the objective of physically developing the area as a beauty spot and passive recreation area.

A site plan and a sketch were prepared for initiating the project. Permission was granted by the owner to develop and use the property for this public purpose. The ground-breaking initiated the clearance of the land by Neighborhood Youth Corps enrollees. The ground is being prepared for spring planting, to be followed by the construction of walkways and other convenience features.

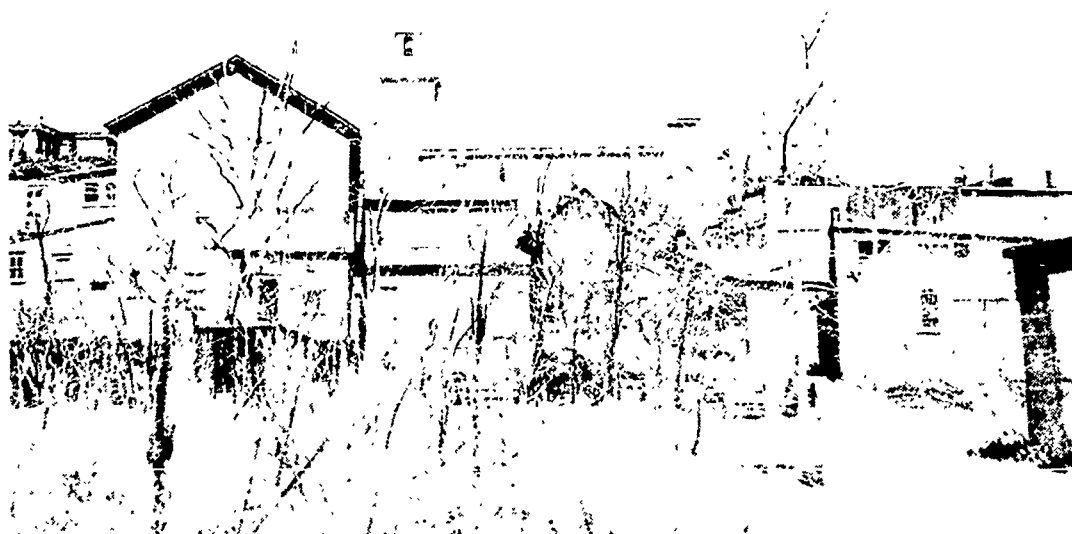
This project serves as a demonstration to the community of what can be accomplished with local cooperation and effort. Also, it will serve as a demonstration plot for the Cooperative Extension Service in conducting workshops on lawn care, ornamental horticulture and other landscaping practices.

- A - Drawing -- Site Plan for Park
- B - Photo -- Park Area Before Clearing
- C - Photo -- Initiation of Project
- D - Photo -- Park Area After Clearing
- E - Sketch -- Perspective of Completed Park

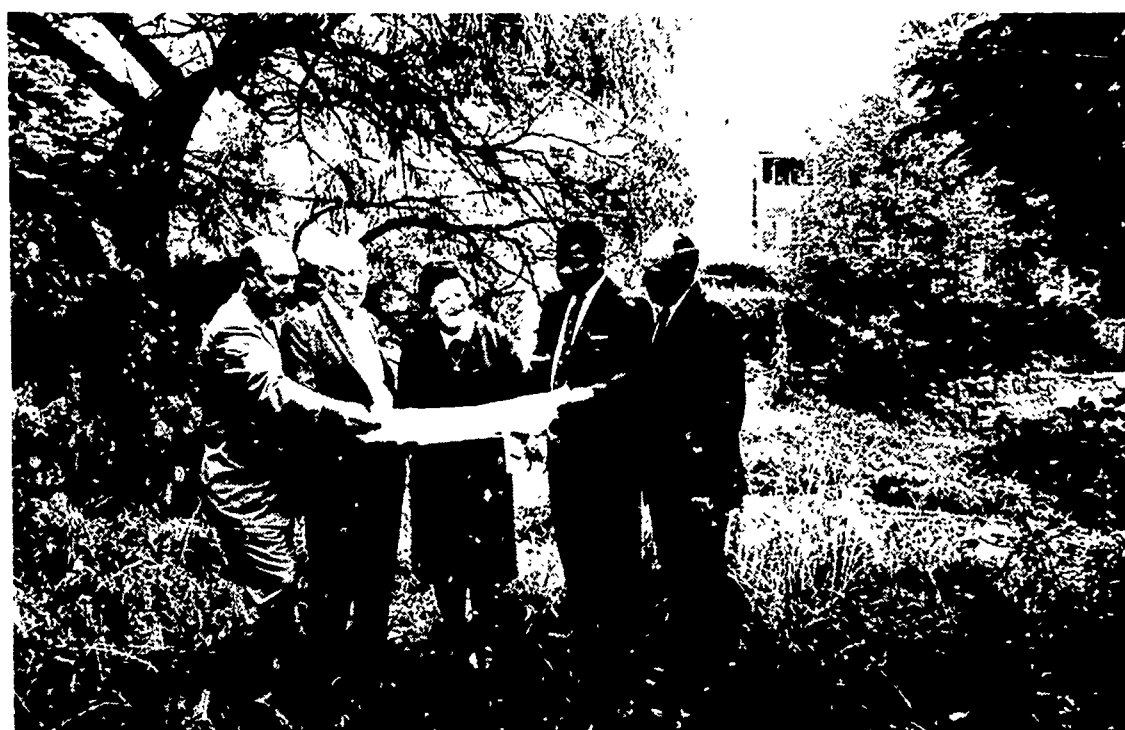


A - Site Plan for Park





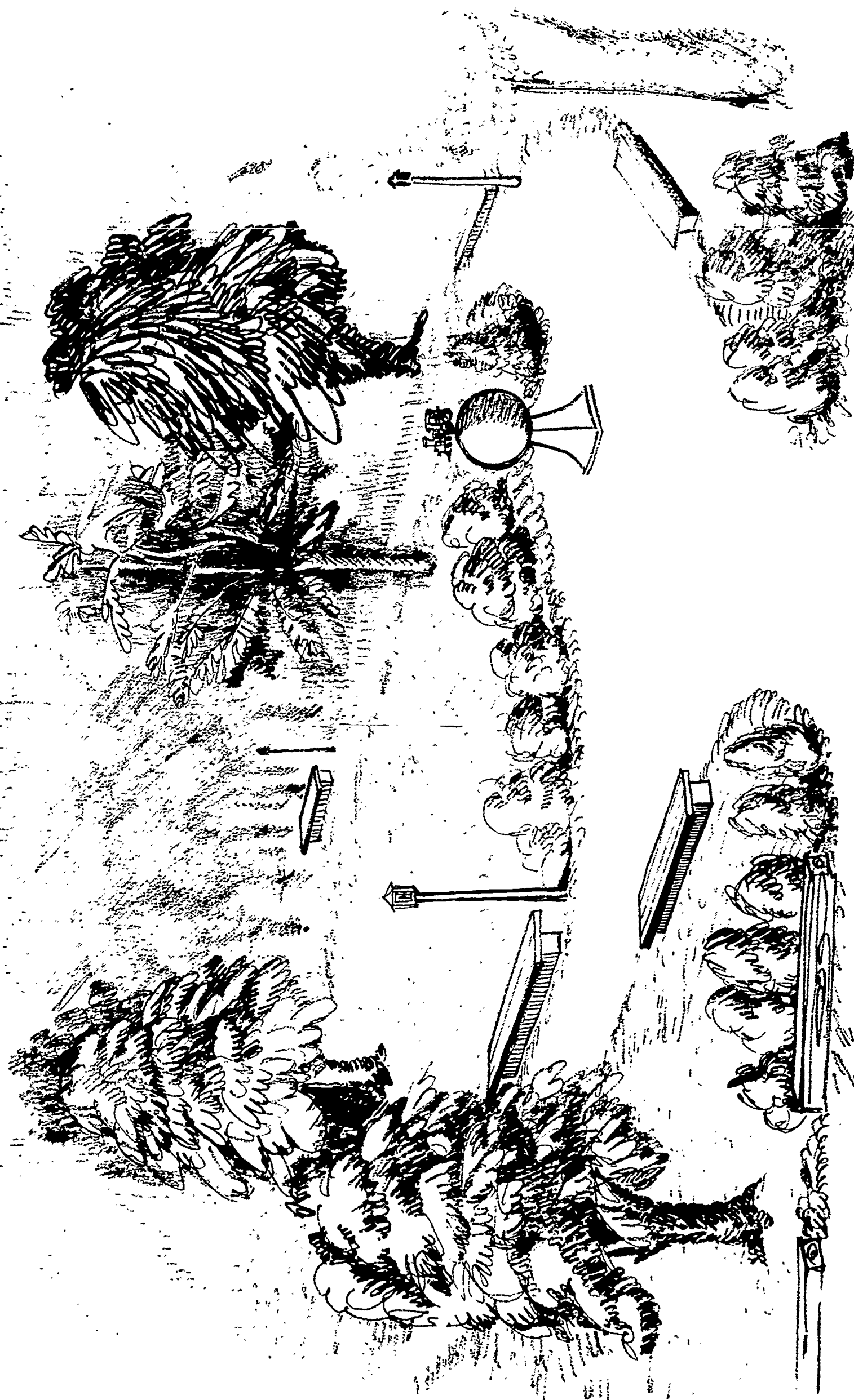
B - Park Area Before Clearing



C - Initiation of Project



D - Park Area After Clearing



E - Perspective of Completed Work

## STORE FRONT IMPROVEMENT

The potential for improving the store fronts along the main street of the test area is illustrated by an artist's drawing. In this conception, the artist has sought to develop the English village character of the main street with its curved front buildings and the absence of sidewalks.

It is anticipated that this demonstration can become reality through a specially conducted improvement program on a selected store front. A one- or two-day demonstration might be conducted by a local supplier, the painters' union, and the Neighborhood Youth Corps.





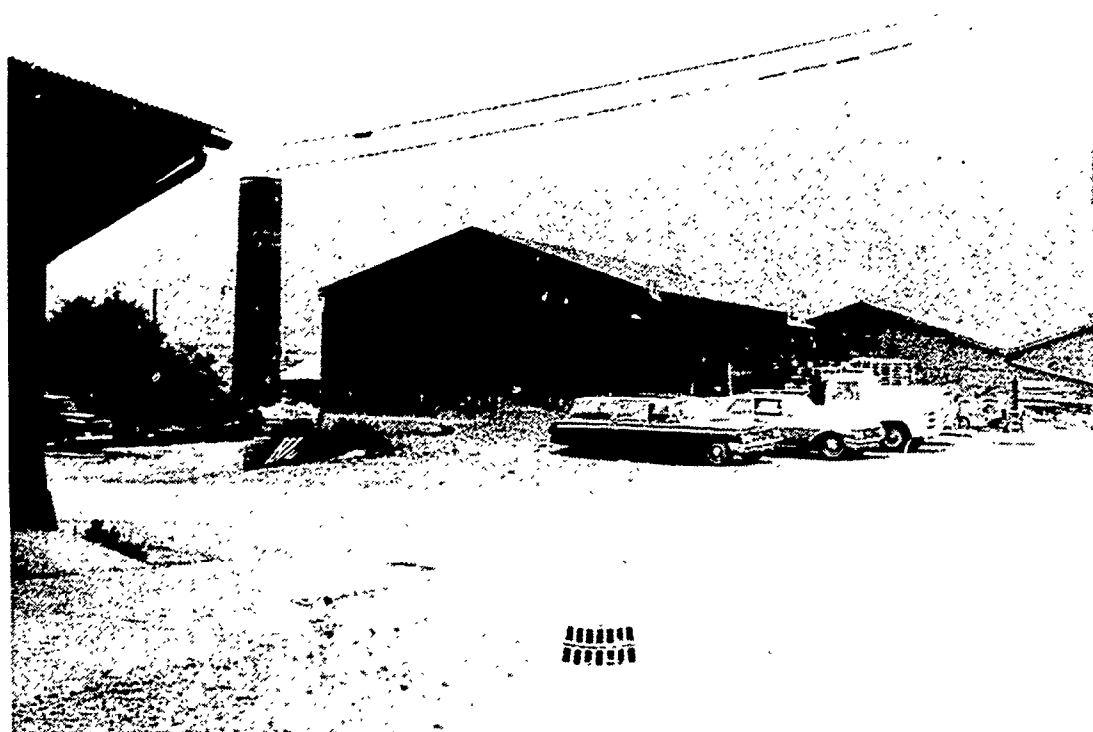
Store Front Today



Store Front Restored

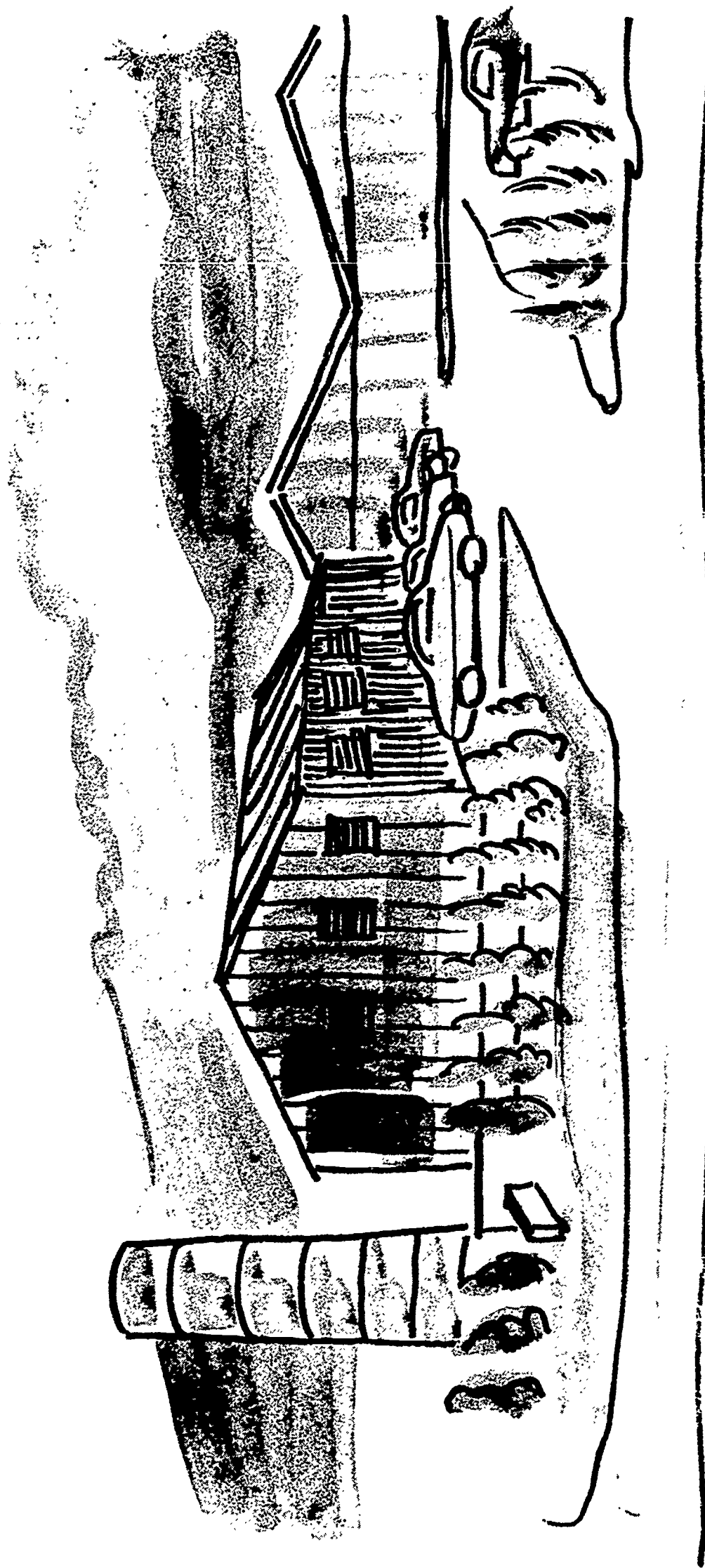
## INDUSTRIAL SCREENING

The artist illustrates how a small amount of screening and landscaping might improve an industrial area of the test area. These and other ideas will be pursued with local industry, anticipating a cooperative beautification program.



Existing Industrial Area





Possible Landscaping

## HISTORIC SITE RESTORATION

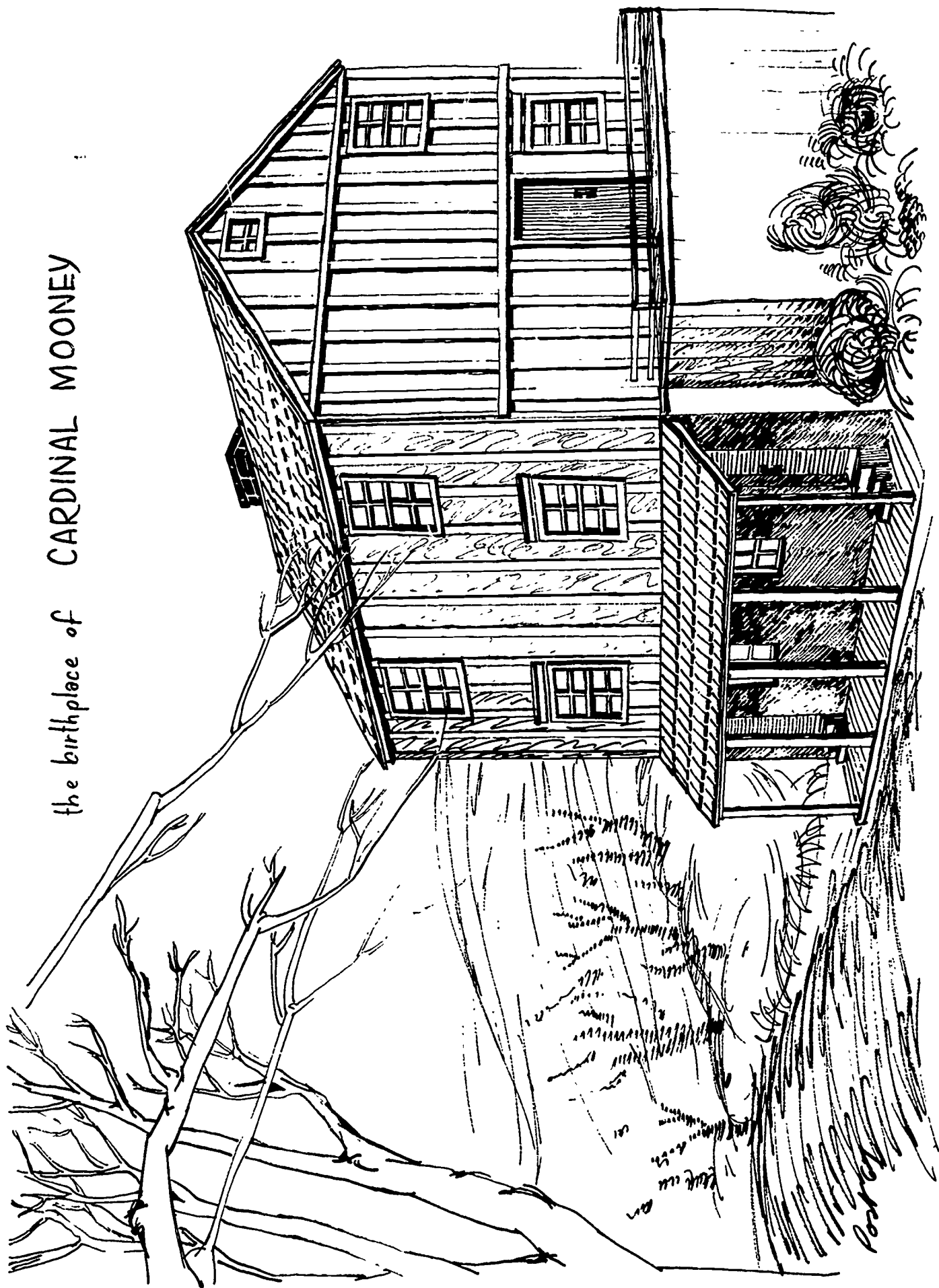
The birthplace of Edward Cardinal Mooney (1882-1958) stands at the end of "Old Row" in the test area of Mount Savage. This company house was identified in the Historic Site Survey of the beautification committee. The restoration of the birthplace of "the dean of the American hierarchy" has been proposed as a major contribution to the religious history of Maryland.

The artist's conception of how the house will look after restoration can be of great help in initiating this project. The local committee has given top priority to this project and hopes to enlist the cooperation and help of the Catholic church in the acquisition, restoration, and maintenance of this historic site.



The Vacant House

the birthplace of CARDINAL MOONEY



After Restoration

## PUBLIC STRUCTURE REPAIR

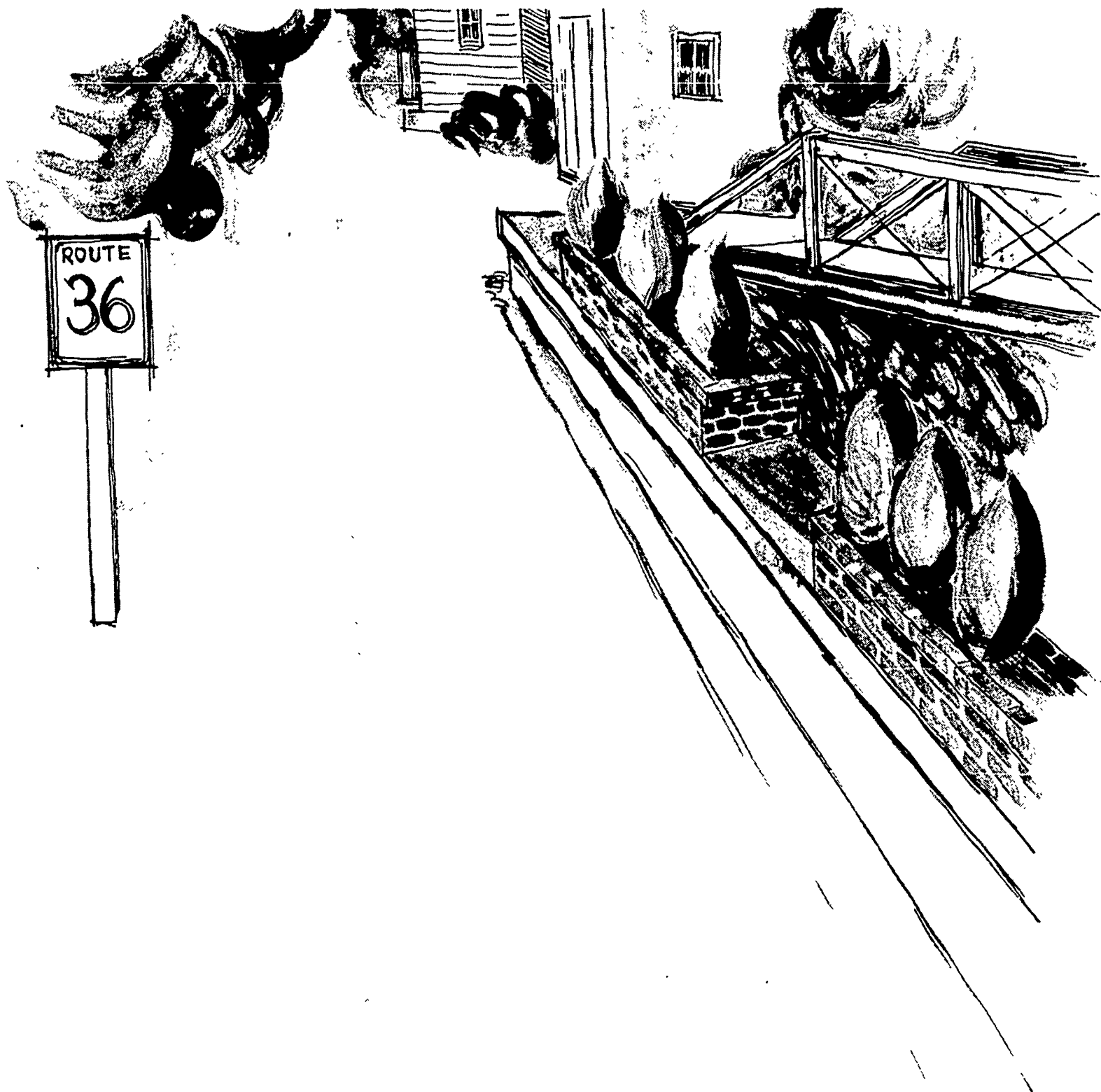
A retaining wall along a state highway at the edge of town is badly deteriorated. The repair of this wall could improve the appearance of the main access to Mount Savage. Planters could be built along the top of the wall which itself might be faced with stone.

This project has been initiated as a physical demonstration. The State Roads Commission has agreed to supply the materials and a retired stone mason has agreed to supervise boys from the Neighborhood Youth Corps in repairing the wall.



The Wall Today





Repaired Wall With Planters



## STREET IMPROVEMENT

A cobblestone street, which leads directly off the main street of the test community, takes on the flavor of a European street bazaar in an artist's conception of this unique asset. A series of terraces along one side of this pedestrian way could facilitate vendors' stalls, outdoor cafes, etc., associated with a street carnival or festival. This proposed improvement complements the English village characteristics of the narrow main street with its curved front buildings.

Local citizens want to preserve this street too steep for auto traffic but quite suitable for pedestrian use. This visualization for preservation and improvement has aroused the interest of a local church which has long frontage on this right-of-way. It could become a reality by cooperation between the adjacent property owners and the county roads department.



Looking Up Cobblestone Hill



Artist's Conception

## APPENDIX I

### POSSIBLE SUPPORTING AGENCIES

A number of organizations and agencies of state-wide significance might be enlisted to give support in the planning and/or implementation stages of a beautification program. The county extension office, the local soil conservation office or the planning committee assisting the beautification committee can give assistance by making contact with appropriate agencies or soliciting their support.

In addition, each community will have access to local agencies, some of which may be unique to the county.

The purpose and program of state-wide agencies and organizations are described on the pages following.

## THE UNIVERSITY OF MARYLAND

One of the functions of the University of Maryland, a land-grant college, is the dissemination of knowledge to the people of the state through extension programs and services. This extension effort may emanate from colleges and departments, institutes, and affiliated organizations. Some sources from which support for local beautification programs may be available through the university are as follows:

### 1. Cooperative Extension Service

- Assists in organizing beautification and home improvement programs
- Develops informal educational programs to further local objectives
- Acquires assistance of natural resource specialists

### 2. College of Agriculture

- Provides specialized assistance in home horticulture, lawn care and landscaping
- Provides advice on publicity and informational programs
- Provides free soil testing for lawns and gardens

### 3. Natural Resources Institute

- Provides knowledge of inland resources
- Conducts educational programs on conservation and natural resources

### 4. University College

- Administers community service and continuing education programs under Title I of the Higher Education Act

## 5. Municipal Technical Advisory Service

- Provides assistance and advice on local government operations and management



## THE MARYLAND ENVIRONMENTAL TRUST

The Maryland Environmental Trust was created by the Maryland General Assembly in 1967 to supercede the Governor's Committee to Keep Maryland Beautiful. The purposes of the Trust are to conserve, improve, stimulate and perpetuate the aesthetic, natural, health and welfare, scenic and cultural qualities of the environment, including but not limited to land, water, air, wildlife, scenic qualities, open spaces, buildings or any interest therein and other appurtenances pertaining in any way to the State of Maryland, and through educational and other media to encourage and motivate the populace of the State and others to do so, and to promote continuing interest in and study of such matters.

Possible support for local beautification programs is as follows:

1. Sponsor, assist or conduct programs of research and education pertaining to Maryland's environment
2. Acquire, improve and maintain real property having aesthetic, scenic or cultural significance
3. Cooperate and assist local groups in furthering the objectives of the Trust

## STATE DEPARTMENT OF FORESTS AND PARKS

The Department was created to promote, administer and manage all state owned or leased forests, parks, scenic preserves, parkways, historic monuments, and recreation areas. In addition, the Department may provide assistance to land owners and local public bodies.

Possible support for local beautification programs is as follows:

1. Provides forest management plans and seedlings for private and public lands
2. Provides for the supervision of tree care within rights-of-way of public roads and streets
3. Provides advice on recreation services
4. Administers funds available to the State under the Land and Water Conservation Act of 1965 and provides financial assistance to counties for developing local parks and recreation areas
5. Maintains a tree nursery which may provide trees for public agencies

## THE STATE ROADS COMMISSION

The State Roads Commission designs, builds and maintains all state highways in the state. However, the Commission may supply some limited support for local beautification programs through their District offices. These types of assistance are as follows:

1. Coordination of maintenance with local programs
2. Advice on highway and street landscaping
3. Permission for local organizations to develop or landscape certain rights-of-way or scenic views

## STATE PLANNING DEPARTMENT

The State Planning Department prepares and maintains the State Development Plan, prepares the State's capital program and serves as a coordinating agency for state and local plans by providing local agencies with planning assistance.

The possible support for local beautification programs is as follows:

1. Provide technical advice to local committees
2. Encourage the inclusion of beautification programs in the local comprehensive planning process

## DEPARTMENT OF ECONOMIC DEVELOPMENT

The Department of Economic Development was created for the general purpose of advancing the economic welfare of the people through programs and activities to develop the State's natural resources and economic opportunities pertaining to commerce, agriculture, mining, forestry, transportation, travel, tourism, and recreation. It also promotes and encourages industrial development and employment.

The possible support for a local beautification program is as follows:

1. Provide advice or seek assistance for special development or improvement programs
2. Provide information services
3. Assist in publicizing local efforts or events



## SPECIAL BOARDS AND COMMITTEES

Several state boards and committees exist which might directly and indirectly influence, guide or assist local beautification efforts. Among these groups are the State Soil Conservation Committee, the State Agricultural Stabilization and Conservation Committee, the Natural Resources Board, the State Technical Action Panel and the State Rural Areas Development Committee.

The support from these groups can best be ascertained by the local extension staff, the soil conservation service staff, or the planning committee providing technical assistance for the local beautification program.

## APPENDIX J

### POSSIBLE SUPPORTING PROGRAMS

Several programs exist which might be available to a community or individuals in a community to further the objectives of beautification and improvement programs.

On the following pages a number of federal aid programs are listed with a description of their activities which has been reproduced from the "Catalog of Federal Assistance Programs" published by the Office of Economic Opportunity on June 1, 1967.

The application of these programs to a specific beautification program can be identified by the local extension staff, the local soil conservation service staff or the planning committee advising the local beautification committee.

	HIGHWAY BEAUTIFICATION	REAL PROPERTY FOR PUBLIC PARKS, PUBLIC RECREATIONAL AREAS, AND PUBLIC PURPOSES
	<p>This program provides financial assistance to state highway departments for the purpose of beautifying highways and communities by: controlling outdoor advertising signs, billboards, and displays; controlling the establishment, use, and maintenance of junkyards in areas adjacent to highways; landscaping and otherwise enhancing the scenery along Federal-aid highways, and by other means.</p> <p>The Federal share of costs incurred by control of outdoor advertising and junkyards is generally 75 percent. An amount equivalent to 3 percent of funds apportioned to a state highway department for Federal-aid highways is allocated to that department for landscaping and roadside development, including acquisition and development of publicly-owned and controlled rest and recreation areas and sanitary and other facilities necessary to accommodate the traveling public. Matching state funds are not required.</p>	<p>This program provides for lease or transfer of title of Federal land to political subdivisions and nonprofit organizations if the Secretary of the Interior finds that the land is desirable for use as a public park, public recreational area, for public education, or other purposes.</p> <p>States and other government agencies pay \$2.50 an acre or the lease rental of 25¢ per acre per year for sites to be used for public recreational, health, or educational purposes.</p>
	<p>Any state highway department may enter into an agreement with the Secretary of Transportation.</p>	<p>States, their political subdivisions or public institutions, municipalities, and qualified nonprofit organizations are eligible.</p> <p>All other information regarding eligibility should be obtained from the Bureau of Land Management.</p>
	<p>Bureau of Public Roads U. S. Department of Transportation Washington, D. C. 20553</p> <p>or: Regional or state offices of the Bureau of Public Roads</p> <p>or: State highway departments</p>	<p>Bureau of Land Management U. S. Department of the Interior Washington, D. C. 20240</p>
	<p>Public Participation in Highway Beautification Highways to Beauty, 1966 (20¢) Available from: Superintendent of Documents U. S. Government Printing Office Washington, D. C. 20402</p>	<p>Federal Assistance in Outdoor Recreation, Publication No.1 N.A.C. Community Recreation and the Public Domain, May 1963, U.S.D.I.</p>
	<p>Highway Beautification Act of 1965; P.L. 89-285; 79 STAT 1028; Sections 131, 136 and 319, Title 23, USC as amended by the Federal-aid Highway Act of 1966, P.L. 89-574; 80 STAT 766.</p>	<p>Recreation Act of 1926; P.L. 69-386; 44 STAT 741; 43 USC 869 (1940). P.L. 83-387; June 4, 1954; 68 STAT 173; 43 USC 869 to 869-3 (Supp. V) 1952.</p>
	U. S. Department of Transportation	U. S. Department of the Interior

	APPALACHIAN REGION -- MINING AREA RESTORATION	OUTDOOR RECREATION ASSISTANCE
	<p>This program provides financial assistance to states for scaling and filling of coal mine voids, reclamation and rehabilitation of strip and surface mine areas, extinguishing mine fires, and expansion and acceleration of fish and wildlife restoration in the Appalachian region.</p> <p>This program also provides that a comprehensive report and a long-range reclamation, rehabilitation, and development program covering strip and surface mining in the United States be made by the Secretary of the Interior in cooperation with the Secretary of Agriculture, Tennessee Valley Authority, and other government agencies, and be submitted to the President and Congress.</p> <p>Strip mining reclamation projects can be carried out initially only on lands owned by Federal, state, or local units of government. No restoration projects may be conducted on lands that are not publicly owned until authorized by law after the Secretary of the Interior's report has been submitted to the President (on or before July 1, 1967).</p>	<p>Financial assistance is available to states and their political subdivisions for planning, acquiring, and developing all types of outdoor recreation areas and facilities. Grants are made on a 50-50 matching basis for approved projects.</p> <p>Basic program objectives are:</p> <ol style="list-style-type: none"> <li>1. Prime importance is attached to projects in areas where concentrations of people live.</li> <li>2. Projects must be available for use by the general public.</li> <li>3. Development of basic rather than elaborate facilities is favored.</li> <li>4. Projects furnishing a broad range of outdoor recreation uses and experiences are preferred.</li> </ol> <p>Approved projects include multi-purpose metropolitan parks, snow ski areas, urban playgrounds, golf courses, swimming pools, hiking and bicycling paths, nature interpretation areas, fishing piers, marinas and boat launching ramps.</p>
	<p>Application may be made by states, political subdivisions, or local development districts through their state member of the Appalachian Regional Commission.</p> <p>Matching fund requirements are: Federal 75 percent, state 25 percent.</p>	<p>States and, through them, local levels of government may apply for a grant-in-aid for an approved outdoor recreation project. All project proposals must be submitted to the Bureau through the state liaison officer.</p> <p>To be eligible, the state must develop and maintain a current comprehensive statewide outdoor recreation plan. All states, the District of Columbia, Guam, American Samoa, and Puerto Rico having such plans are eligible. Projects must be in accord with and meet the high-priority needs identified in the state plan. The state liaison officer has the initial responsibility of determining which projects to support and the order in which to request funds.</p>
	<p>Appalachian Regional Commission Washington, D. C. 20235</p> <p>or: U. S. Bureau of Mines Washington, D. C. 20240</p>	<p>Bureau of Outdoor Recreation U. S. Department of the Interior Washington, D. C. 20240</p> <p>or: Regional Director, Bureau of Outdoor Recreation or: State liaison officer</p>
		<p><u>Federal Focal Point in Outdoor Recreation</u> <u>A Guide for More Effective Preparation and Submission of Grants-in-Aid Project Applications</u> <u>Outdoor Recreation Grants-in-Aid Manual</u></p>
	<p>Appalachian Regional Development Act of 1965; P.L. 89-4; 79 STAT 13; 40 USC Appendix A, 205 (1965).</p>	<p>Land and Water Conservation Fund Act of 1965; P.L. 88-578; 78 STAT 879; 16 USC 460D, 460L-4 to 460L-11 (1964); 23 USC 120 note (1964).</p>
	<p>U. S. Department of Interior</p>	<p>U. S. Department of the Interior</p>

	<p><b>CROPLAND ADJUSTMENT PROGRAM</b></p> <p>This program helps farmers divert cropland to conservation uses for periods of five to ten years. Participants receive adjustment payments related to the value of crops normally produced on the land, and cost-share payments for needed conservation measures. Participants who permit free public access to CAP land for fishing, hunting, hiking, and trapping may get an additional per-acre payment.</p> <p>The program also shares the cost with local, state, and other government agencies for establishing conservation practices on non-farm cropland to preserve open spaces and natural beauty, develop wildlife and recreation, and prevent air and water pollution.</p> <p>The Greenspan provisions of this program offer: (1) financial assistance to city, town, county, or state governments, or to Federal agencies in acquiring cropland for preserving open spaces and natural beauty, for developing wildlife or recreational facilities, or for preventing air or water pollution, and (2) cost-share aid in establishing land conservation practices that will establish, protect, and conserve open spaces, natural beauty, wildlife, or recreational resources.</p>	<p><b>FINANCIAL ASSISTANCE TO SMALL TOWNS AND RURAL GROUPS</b></p> <p>This program makes loans and grants to public and nonprofit organizations primarily serving rural residents to plan and develop domestic water supply and waste disposal systems in rural areas.</p> <p>Loans and grants may be used to: install or improve rural water supply and distribution systems including water supply reservoirs, pipelines, wells, pumping plants, and water purification facilities that furnish water for household, livestock, irrigation, orchard and crop spraying, fire protection, and commercial and industrial use; purchase a water supply or a water right; and install, repair, improve, or expand waste collection, treatment, or disposal systems including sewer lines, treatment plants, settling basins and lagoons.</p> <p>When needed to reduce users charges, applicants may obtain grants up to 50 percent of the development cost of a water or waste disposal system.</p> <p>Loans also may be made to install or improve drainage and irrigation facilities; establish recreational facilities; establish soil conservation measures; shift land use to grazing, wildlife, and recreation areas and forests; and to construct housing for domestic farm labor and rental housing for rural senior citizens.</p>
	<p>Generally, the owners of operating farms that produce cotton, feed grain, peanuts, rice, tobacco, wheat, or tame hay, and have owned the land for the past three years are eligible to participate.</p>	<p>Public or quasi-public bodies and nonprofit corporations serving residents of open country and rural towns and villages up to 5,500 population not part of an urban area are eligible when:</p> <ol style="list-style-type: none"> <li>1. They are unable to obtain needed credit elsewhere at reasonable rates and terms</li> <li>2. They have the legal capacity to borrow and repay money, to pledge security for loans, and to operate the facilities or services installed under the loan</li> <li>3. They are financially sound and effectively organized and managed</li> <li>4. The proposed improvements will primarily serve farmers, ranchers, farm tenants, farm laborers, and other rural residents.</li> </ol>
	<p>Agricultural Stabilization and Conservation Service U. S. Department of Agriculture Washington, D. C. 20250</p>	<p>Farmers Home Administration U. S. Department of Agriculture Washington, D. C. 20250</p> <p>or: County Farmers Home Administration office</p>
C	<p>Questions and Answers About the Cropland Adjustment Program, USDA The 1966 Cropland Adjustment Program, PA-687 USDA We Call It Greenspan</p>	<p>Farmers Home Administration, PA-705 Financial Assistance to Small Towns and Rural Groups, PA-707 Fact Sheet, Grants for Preparation of Comprehensive Area Plans for Water and Sewer Systems</p>
	<p>P.L. 89-321; 16 USC 590h.</p>	<p>Consolidated Farmers Home Administration Act of 1961; P.L. 87-128 as amended by P.L. 89-240; 79 STAT 931; 75 STAT 307; 7 USC 1013a, 1921-1929, 1941-1946, 1961-1967, 1981-1990 (Supp. IV) Food and Agriculture Act of 1962; P.L. 87-703; 76 STAT 605; 7 USC 608c, et al.</p>
	<p>U. S. Department of Agriculture</p>	<p>U. S. Department of Agriculture</p>



	HISTORIC PRESERVATION GRANTS	NEIGHBORHOOD FACILITIES
	<p>This program provides grants to state and local public bodies to help acquire sites or structures of historic or architectural value, including relocation of structures within an urban renewal area, and restoring them for public use or benefit.</p> <p>The grant may not exceed 50 percent of the cost of acquiring and restoring historic sites.</p>	<p>This program provides grants to local public bodies or agencies to help establish multipurpose neighborhood centers offering concerted community health, recreational, or social services. Grants may cover two-thirds of the development cost or 75 percent of the cost in areas designated for redevelopment under Section 401, Public Works and Economic Development Act, 1965.</p> <p>Facilities may be provided by means of new construction or by expanding, acquiring, or rehabilitating existing structures. Facilities must provide new services or extend or improve existing services in a neighborhood. Existing social services in other parts of the locality must be maintained.</p> <p>Nonprofit groups may contract with public-body applicants to own or operate facilities. Priority is given to projects that benefit members of low-income families or substantially further Community Action Program objectives under Title II, Economic Opportunity Act, 1964.</p>
	<p>Grants may be made to state, regional, metropolitan, municipal, or special public bodies having authority to acquire and restore historic or architecturally valuable sites and structures. The acquisition and restoration of these sites or structures must be in accord with the comprehensively planned development of the locality in which they are located.</p> <p>Commencing three years from the date of enactment, no grant shall be made under this program unless the site or structure for which the grant is made can meet criteria in the National Register maintained by the Secretary of the Interior.</p>	<p>Public bodies or agencies are eligible if the requested neighborhood facility is determined to be (1) needed to carry out a program of health, recreational, social, or similar community service (including a Community Action Program under Title II, Economic Opportunity Act, 1964) in the area, (2) consistent with comprehensive planning for development of the area, and (3) so located as to be available to a significant proportion of the area's low- or moderate-income residents.</p>
	<p>Department of Housing and Urban Development Washington, D. C. 20411</p>	<p>Neighborhood Programs Division Renewal Assistance Administration Department of Housing and Urban Development Washington, D. C. 20410</p> <p>or: Housing and Urban Development regional offices</p>
	<p><u>The Demonstration Cities and Metropolitan Development Act of 1966</u></p>	<p><u>Enriching Community Life: The Federal Assistance Program for Neighborhood Facilities, HUD IP-1</u></p>
	<p>Housing Act of 1961; P.L. 87-70; 75 STAT 149 as amended, 42 USCA 1500d-1.</p>	<p>Housing and Urban Development Act of 1965; P.L. 89-117; Section 703; 79 STAT 491; 42 USC 3103 (Supp. I, 1965).</p>
	<p>U. S. Department of Housing and Urban Development</p>	<p>U. S. Department of Housing and Urban Development</p>

	COMMUNITY SERVICE AND CONTINUING EDUCATION PROGRAMS	RURAL RENEWAL LOANS
	<p>This program provides grants to states to enable them to apply the resources of public and private institutions of higher education to the solution of community problems by enlarging and extending university extension and continuing education programs.</p> <p>The state must develop a comprehensive, coordinated, and statewide system of community service programs with particular emphasis on such urban and suburban problems as housing, poverty, government, recreation, employment, youth opportunities, transportation, health, and land use.</p>	<p>This program provides limited loans and technical aid to public agencies and local nonprofit organizations in rural renewal areas to help stimulate the economy of low-income areas. Some funds are available for planning surveys, feasibility and engineering studies, or similar planning activities.</p> <p>Loans can be used to: (1) purchase land to consolidate small tracts, or subdivide large tracts for resale as farm or nonfarm property, (2) develop a system for flood control, conservation, recreation, or water supply, (3) purchase and develop land, improve timber, build access roads, and construct improvements, (4) develop water and sanitation facilities and community buildings for improving land use, (5) purchase and develop grazing areas, (6) develop recreational facilities, and (7) purchase and develop tracts of land and construct modest dwellings for sale to low-income rural residents.</p>
	<p>States designate or create a state agency for the development and administration of a statewide plan. The broad objectives set forth in the individual state plans are refined in annual program amendments. Institutions of higher education submit proposals for community service programs designed to reach the objectives of the state plan.</p>	<p>Areas eligible for designation as rural renewal areas are those where agriculture and forestry contribute substantially to the local economy, and where there is chronic underemployment on the farms and unemployment in the surrounding communities.</p> <p>To be eligible for a loan, the project must be part of a previously developed overall rural renewal plan. The plan must have been submitted to, and not disapproved by, the supervising state agency or, if the state has no supervisory agency, by the governor.</p>
	<p>Division of Adult Education Programs U. S. Office of Education Washington, D. C. 20202</p>	<p>Farmers Home Administration                      or: County Farmers Home U. S. Department of Agriculture                      Administration Washington, D. C. 20250                      Office</p>
	<p>"Regulations, Title I, Higher Education Act of 1965", reprinted from <u>Federal Register</u>, Vol. 31, No. 68.</p>	<p>Farmers Home Administration, PA-705</p>
	<p>Higher Education Act of 1965; P.L. 89-329, Title I; 79 STAT 1219; 20 USC 1001.</p>	<p>Food and Agriculture Act of 1962; P.L. 87-703; 76 STAT 607; 7 USC 1010, 1011 (Supp. V, 1959-1963). Bankhead-Jones Farm Tenant Act; P.L. 75-210; 50 STAT 525; 7 USC 1010-1012 (1940), P.L. 89-796.</p>
	<p>U. S. Department of Health, Education, and Welfare</p>	<p>U. S. Department of Agriculture</p>

	<p>NEIGHBORHOOD YOUTH CORPS</p> <p>The Neighborhood Youth Corps has three major programs: an in-school program, an out-of-school program, and a summer program. The in-school program provides part-time work and on-the-job training for students of high school age from low-income families. The summer program provides these students with job opportunities during the summer months. The out-of-school program provides economically deprived school dropouts with practical work experience and on-the-job training to encourage them to return to school and resume their education, or if this is not feasible, to help them acquire work habits and attitudes that will improve their employability.</p> <p>Federal funds and technical assistance are given to projects that are initiated, developed, and sponsored by local groups. The Federal government will finance up to 90 percent of the cost of these projects. The local sponsor's share may be in cash or in kind (facilities, equipment, services provided, and supplies). In private on-the-job training projects the Federal government will pay legitimate training costs while the employer is responsible for the trainee's wages.</p> <p>The in-school program is open to students from low-income families, grades 9 through 12, or those who are of high school age but are in lower grades. The out-of-school program is open to unemployed youth from low-income families who are 16 through 21 years of age.</p> <p>Enrollees may not be employed on projects involving construction, operation or maintenance of any facility used or intended for use in sectarian or religious worship. Also, enrollees must not displace any employed workers nor impair existing contracts for service.</p>	<p>OPERATION MAINSTREAM</p> <p>The purpose of this program is to establish work-training and employment projects, augmented by necessary supportive services, for chronically unemployed poor adults. It enables such persons to contribute to the betterment and beautification of communities or areas served by the project. Job opportunities may involve the management, development and conservation of parks, highways, and recreational areas of Federal, state, and local governments; the improvement and rehabilitation of other community facilities; and the provision of social, health, and educational services to the poor. In this manner, Operation Mainstream is designed to provide meaningful work experience and training leading to opportunities for permanent employment.</p> <p>The program provides Federal funds and technical assistance to projects initiated, developed, and sponsored by local groups. The Federal government will generally defray no more than 90 percent of the cost of these projects. Non-Federal contributions may be in cash or in kind, including but not limited to plant, equipment, or services.</p> <p>Operation Mainstream is open to adults 22 years of age or older who are chronically unemployed and have an annual family income below the poverty line. State and local government agencies and private nonprofit organizations may sponsor projects under this program. Emphasis is placed on establishing projects in rural areas or towns. Priority is also given to the enrollment of older people.</p> <p>Enrollees may not be employed on projects involving construction, operation, or maintenance of any facility used or intended for use in sectarian or religious worship. Also, enrollees must not displace any employed workers nor impair existing contracts for service.</p>
	<p>Neighborhood Youth Corps Bureau of Work Programs U. S. Department of Labor Washington, D. C. 20036</p> <p>or: Regional offices of the Bureau of Work Programs</p>	<p>Bureau of Work Programs U. S. Department of Labor Washington, D. C. 20036</p> <p>or: Regional offices of the Bureau of Work Programs</p>
	<p>What is the Neighborhood Youth Corps Facts, The Neighborhood Youth Corps From a Life of Poverty to a World of Hope <u>America's Youth at Work, 1966</u></p>	
	<p>Economic Opportunity Act of 1964, P.L. 88-452, Title I, Part B; 78 STAT 508; 42 USC 2731-36 (1964).</p>	<p>Economic Opportunity Act of 1964 as amended; P.L. 89-794, Title II, Section 205(d); 80 STAT 1458; 42 USC 27, <u>et seq.</u></p>
	<p>U. S. Department of Labor</p>	<p>U. S. Department of Labor</p>



LAND STABILIZATION, CONSERVATION, AND EROSION CONTROL IN APPALACHIA	<p>This program provides technical and financial assistance to landowners, operators, and occupiers for land stabilization; erosion and sediment control; reclamation and development of soil, water, woodland, and wildlife; and recreation resources. The program is developed by the state government and, when approved by the Appalachian Commission, is administered by the Secretary of Agriculture through the Agricultural Stabilization and Conservation Service, with technical and educational assistance from the Soil Conservation Service and the Federal Forest Service for planning and installing approved conservation practices. Cost sharing may not exceed 80 percent of the cost of treating not more than 50 acres of land for any purpose. Loan funds are available through the Farmers Home Administration to assist selected needy farmers with their share of the cost and to help farmers to apply additional conservation practices or land treatment measures on their farms.</p>	
	<p>Landowners, operators, or occupiers who will control the land for the period of the agreement and who furnish an acceptable conservation and development plan to the Secretary of Agriculture are eligible. Preference is given to needy farmers. Loans are made only when properly secured and when credit is not available from other sources under prevailing reasonable rates.</p>	
	<p>Agricultural Stabilization and Conservation Service U. S. Department of Agriculture Washington, D. C. 20250</p> <p>or: Local Agricultural Stabilization and Conservation Office</p>	<p>Farmers Home Administration U. S. Department of Agriculture Washington, D. C. 20250</p> <p>or: County Farmer Home Administration office</p>
	<p>Official program bulletin and fact sheets are available from the U. S. Department of Agriculture and from the Appalachian Regional Commission, Washington, D. C. 20235.</p>	<p><u>Loans for Recreational Enterprises, PA-723</u> <u>Farmers Home Administration, PA-705</u></p>
	<p>Appalachian Regional Development Act of 1965; P.L. 89-4; 79 STAT 5; 40 USC Appendix A 203 (1965).</p>	<p>Food and Agriculture Act of 1962; P.L. 87-703; 76 STAT 605; 7 USC 608c, et al Consolidated Farmers Home Administration Act of 1961; P.L. 87-128; 75 STAT 294; 7 USC 1013a, 1921, et seq. (Supp. IV).</p>
	<p>U. S. Department of Agriculture</p>	<p>U. S. Department of Agriculture</p>

# AGRICULTURAL CONSERVATION PROGRAM

This program provides cost-share assistance to farmers in implementing soil, water, woodland, and wildlife conservation practices on farmlands now in agricultural production; it does not apply to development of new or additional farmland. The cost of the conservation practice is generally shared equally between the Federal government and the farmer. For some necessary conservation materials and services the cost-share may be advanced as a purchase order. The conservation practices must be performed satisfactorily by the farmers in accordance with applicable specifications.

The program provides aerial photos for conservation work; allotments for crop rotations; and planning assistance for land measurement, land sale, residential and industrial development; and emergency measures for natural disasters.

The program also provides all-risk Federal Crop Insurance to individual farmers to assure a basic income against droughts, freezes, insects, and other natural causes of disastrous crop losses.

Any owner or operator of farmland is eligible to apply for cost-share conservation assistance.

Farmers may make application for cost-sharing at the beginning of each program year. The ASCS county committee must approve applications, in whole or in part, within the county allocation of Federal funds for that purpose.

Agricultural Stabilization and Conservation Service or: Local Agricultural Stabilization and Conservation office  
U. S. Department of Agriculture  
Washington, D. C. 20250

ACP Handbook, USDA  
ACP and You, PA-611, USDA  
Federal Crop Insurance--Why, PA 627

Soil Conservation and Domestic Allotment Act as amended, P.L. 74-46; 49 STAT 163; 16 USC 590d, 590g-590q  
Agricultural Adjustment Act of 1938 as amended, Section 387; 7 USC 1387; 52 STAT 31, Section 501-19; 7 USC 1501-19.

U. S. Department of Agriculture

# COOPERATIVE EXTENSION SERVICE

The Cooperative Extension Service provides educational programs based on local needs in the broad fields of agricultural production and marketing, resource development, home economics, and youth development, as follows: (1) the agricultural production and marketing program provides educational and technical assistance to help farmers, producers, and marketing firms apply new technological developments emanating from agricultural research, (2) the community resource development program provides educational, organizational, and technical assistance to communities in developing their natural, economic, and human resources, (3) the home economics education program gives educational assistance to homemakers and youth, reflecting the needs of contemporary living; it emphasizes foods and nutrition, home management, family economics, child development, and parent education, and (4) the 4-H Youth Development program provides educational assistance, leadership development, and career guidance to youth through work projects, demonstration projects, camping, and achievement programs.

These services are available to anyone.

Federal Extension Service or: Local Cooperative Extension Service office  
U. S. Department of Agriculture or: Director of Extension at  
Washington, D. C. 20250 state land grant college

Publications of the Service may be obtained from:  
State Director, Cooperative Extension Service, state land grant college  
or County Extension offices  
or Publications Distribution Section, Federal Extension Service,  
U. S. Department of Agriculture, Washington, D. C. 20250

Smith-Lever Act as amended; P.L. 83-83; 67 STAT 83; 7 USC 341-343, 344-346, 348 (1958); P.L. 84-360; 69 STAT 683; 7 USC 347a, 348 (1958); P.L. 87-749; 76 STAT 745; 7 USC 342, 343, 344, 345, 346, 347a, 349 (1963).

U. S. Department of Agriculture



	MULTIPLE-PURPOSE WATERSHED PROJECTS	RURAL HOUSING LOANS
	<p>This program provides technical and financial assistance to state and local organizations in planning, designing, and installing watershed improvement works; in sharing costs of flood prevention, irrigation, drainage, sedimentation control, fish and wildlife developments, and public recreation; and in extending long-term credit to help local interests with their share of the costs, including costs of developing municipal and industrial water supplies.</p> <p>Flood prevention measures are eligible for Federal funds covering full cost of construction and engineering; agricultural water management measures are eligible for Federal technical assistance and cost sharing; non-agricultural water management measures such as municipal or industrial water supplies are financed entirely by local interests.</p> <p>The program also provides technical assistance and up to 80 percent of costs for fish, wildlife, and recreation developments in Appalachian watershed projects, including land acquisition and engineering and installation of facilities.</p> <p>Individual landowners or operators, or any state agency, county or group of counties, municipality, town or township, soil and water conservation district, flood prevention or flood control district, or any other nonprofit agency with authority to carry out, maintain, and operate water supply improvements may sponsor a watershed project.</p> <p>The watershed project area must be smaller than 250,000 acres and must not include any single structure with a total capacity of more than 25,000 acre-feet. Project benefits must be in excess of costs.</p>	<p>This program provides loans to farmers and residents in rural areas and communities with populations up to 5,500 that are not part of or closely associated with an urban area. There are special provisions for low-income families.</p> <p>Loans may be made: (1) to individuals who have incurred damage from flood, tornado, or other disaster, (2) for constructing, improving, or repairing rural houses and related facilities, farm service buildings, or fallout shelters, or to provide water for farmstead and household use, (3) under certain conditions, to refinance housing debts, and (4) to buy buildings and lots or to buy a minimum adequate site on which to build a house. The maximum repayment term is 33 years.</p> <p>Fifty-year loans up to \$200,000 may be made to private non-profit corporations and cooperatives for constructing housing for low-income senior citizens; forty-year loans up to \$300,000 can be made to individuals and organizations to construct housing for the elderly.</p>
	<p>Individual landowners or operators, or any state agency, county or group of counties, municipality, town or township, soil and water conservation district, flood prevention or flood control district, or any other nonprofit agency with authority to carry out, maintain, and operate water supply improvements may sponsor a watershed project.</p> <p>The watershed project area must be smaller than 250,000 acres and must not include any single structure with a total capacity of more than 25,000 acre-feet. Project benefits must be in excess of costs.</p>	<p>Applicants must: (1) be unable to finance improvements themselves or unable to obtain reasonable credit terms elsewhere, (2) be U. S. citizens of legal age and good character, (3) own a farm or non-farm tract or be rural residents who will own an adequate building site when the loan is closed, (4) lack decent, safe, and sanitary housing or essential farm service buildings, (5) have sufficient income to pay operating and living expenses and meet payments on debts, including the proposed loan; low-income families with insufficient income to repay a loan may be able to qualify if someone else co-signs the note, and (6) be 62 years or older to be classified as senior citizens, who may use co-signers.</p>
	<p>Soil Conservation Service U. S. Department of Agriculture Washington, D. C. 20250</p> <p>or: Local Soil Conservation Service office</p>	<p>Farmers Home Administration U. S. Department of Agriculture Washington, D. C. 20250</p> <p>or: County Farmers Home Administration office</p>
	<p>What the Soil Conservation Service Does, SCS-CI-3 Local-State-Federal Watershed Projects, SCS-CI-4 Available from: Soil Conservation Service U. S. Department of Agriculture Washington, D. C. 20250</p> <p>Watershed Loans, PA-406 Multiple-Purpose Watershed Projects, PA-575</p>	<p>Rural Housing Loans, PA-476 Farmers Home Administration, PA-705 Housing for Senior Citizens, PA-640</p>
	<p>Watershed Protection and Flood Prevention Act; P.L. 83-566; P.L. 89-337; P.L. 89-4, Section 417; P.L. 87-703; 76 STAT 608, 609; 16 USC 1004, 1005 (Supp. V).</p>	<p>Housing Act of 1949 as amended, P.L. 81-171, Title V; 63 STAT 432; 42 USC 1471-1483 (1952); P.L. 89-754.</p>
	<p>U. S. Department of Agriculture</p>	<p>U. S. Department of Agriculture</p>

OUTDOOR RECREATION TECHNICAL ASSISTANCE

This program provides technical assistance and advice to states, their political subdivisions, and private interests in a wide variety of outdoor recreation matters. The aid covers recreation planning, program financing, facility development, and an assortment of other technical aspects related to outdoor recreation.

The program develops basic economic and technical reports that are prerequisite to outdoor recreation planning and programming.

This program also aims to provide nontechnical guides containing information to help shape outdoor recreation decisions by public officials, community leaders, civic clubs, business groups, and others. Ten Community Outdoor Recreation Action Guides should be available for distribution, one a month, beginning in August, 1967.

The program includes an information clearinghouse service on subjects and actions dealing with outdoor recreation and natural beauty.

Any state, county, city, community, organization or private interest concerned with improving, conserving, or expanding outdoor recreation opportunities and resources may seek technical assistance. Requests for assistance will be sympathetically considered in accordance with financial resources of the Bureau.

Bureau of Outdoor Recreation      or:    Regional Director  
U. S. Department of the Interior  
Washington, D. C. 20240

Federal Assistance in Outdoor Recreation, May 1966 (35¢)  
A Directory of Private Organizations Providing Assistance in  
Outdoor Recreation to Individuals, Organizations and Private Groups,  
June, 1966 (30¢)  
Directory of Federal and State Agencies Concerned with Outdoor  
Recreation, Outdoor Recreation Action (45¢)

P.L. 88-29; 77 STAT 49; 16 USC 460L-1 to 460L-3 (Supp. V) 1959-63.

U. S. Department of the Interior

**APPENDIX K**

**PHOTO ESSAY**

" . . .WE WILL STRIVE UNCEASINGLY TO  
QUICKEN THE PUBLIC'S SENSE OF CIVIC DUTY;  
AND THUS IN ALL THE WAYS WE WILL STRIVE TO  
TRANSMIT THIS CITY NOT LESS BUT GREATER,  
BETTER, AND MORE BEAUTIFUL THAN IT WAS  
TRANSMITTED TO US."

-- CITIZENSHIP OATH OF ANCIENT ATHENS.

SENSE OF CIVIC DUTY.....

to study.....



to plan.....

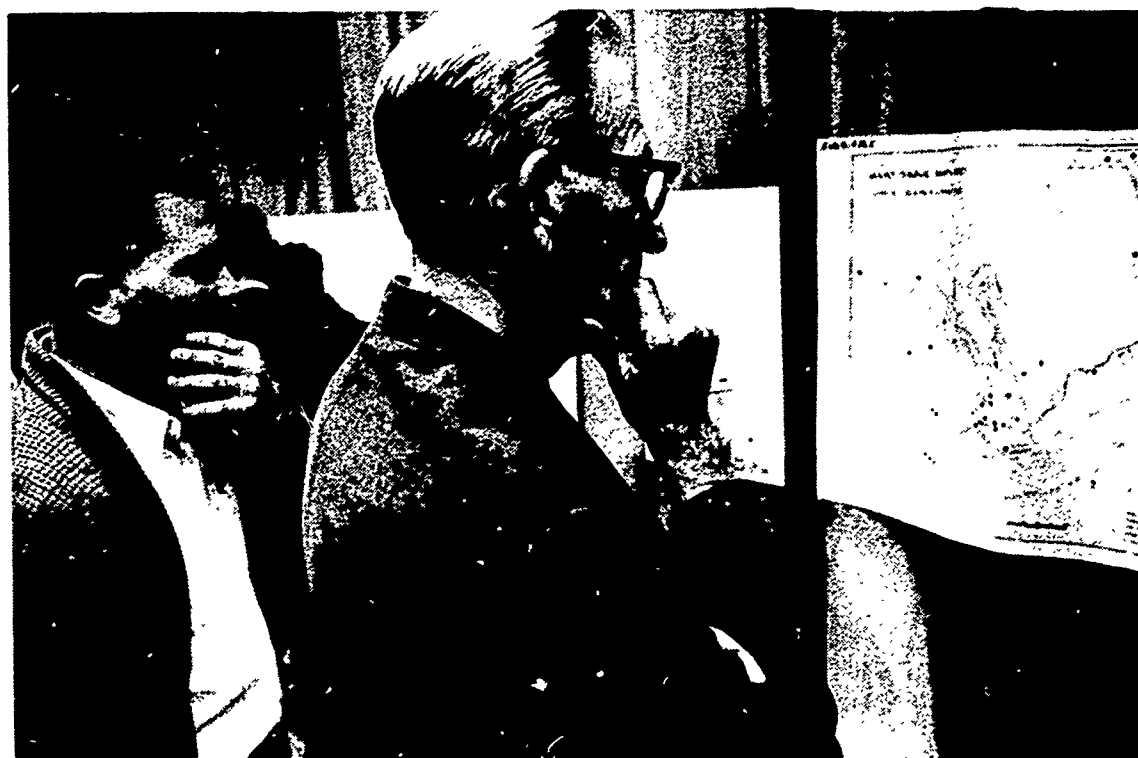


to counsel.....

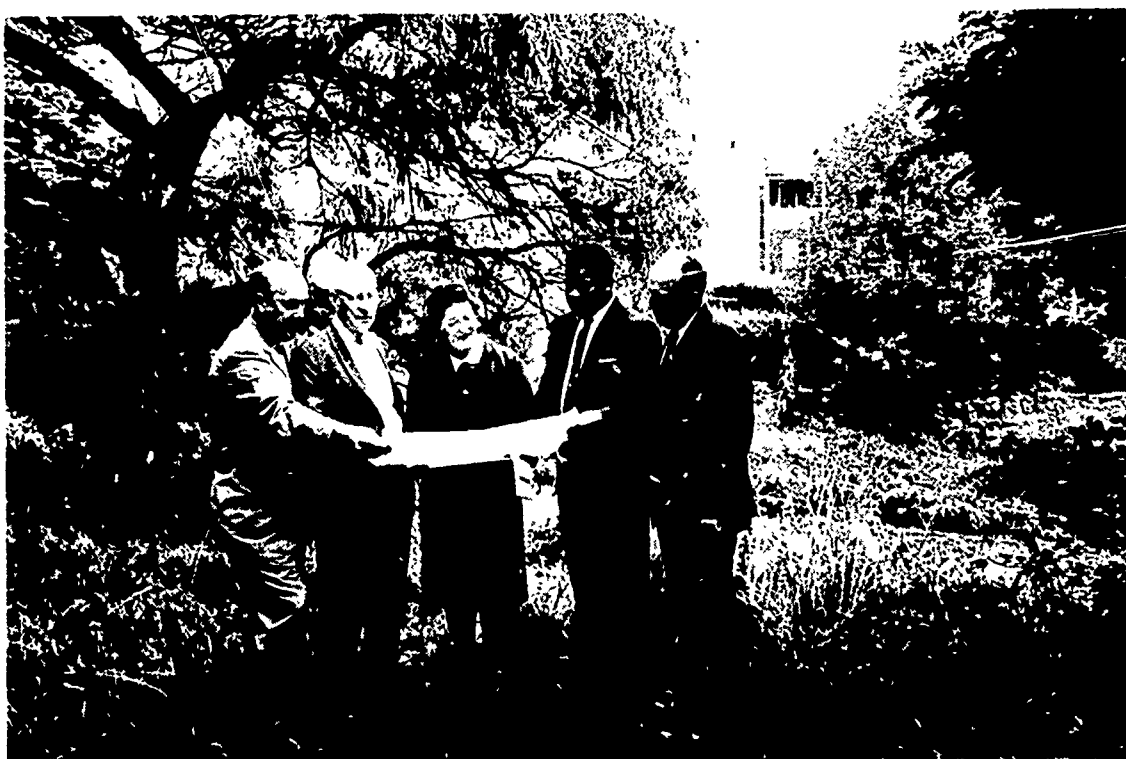




to discuss.....



to contemplate..



to cooperate.....



to act.....



for the future.....